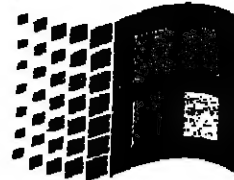
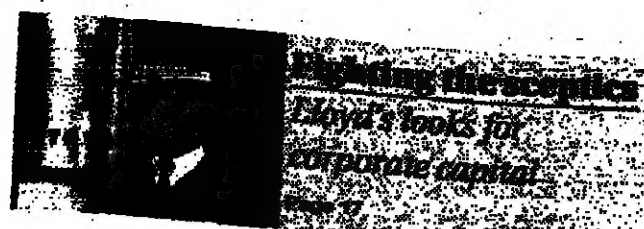


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Young pretender
Microsoft
changes tack
Page 30



Talent for survival
Brazilian steel
back in profit
Page 14



TOMORROW'S
Weekend FT
Should the BBC
be privatised?

FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY, NOVEMBER 19, 1993

Superdrug may appeal to Brussels on perfume supply

UK discount drugstore chain Superdrug threatened to take its campaign to sell cut-price fragrances to Brussels, after UK competition authorities rejected the company's complaint that perfume manufacturers were unfairly refusing to supply it. A Monopolies and Mergers Commission report said that although a "complex monopoly" existed among the perfume houses, it did not operate against the public interest. Page 16; A sweet victory, Page 15; Editorial Comment, Page 15

Rouble zone crisis: The collapse of the rouble zone could save Russia more than \$150n a year but push many other ex-Soviet republics deeper into economic crisis - possibly provoking political unrest - the IMF and World Bank said. Page 16; EU boost for Yeltsin, Page 2

Volvo holds rights issue talks: Volvo, the Swedish motor group, is sounding out shareholders over a big rights issue in case merger plans with France's Renault collapse. Page 17

Sinn Féin president refused entry to US: President Bill Clinton has barred the latest attempt by Sinn Féin president Gerry Adams to enter the US on the grounds of his alleged involvement with the IRA. The White House confirmed the decision even though Mr Adams' declared reason for the trip was to explain a peace initiative with SDLP leader John Hume. Page 8

Opinion swings behind Maastricht: A poll has found a rise in support for the North American Free Trade Agreement, boosting hopes of supporters before Wednesday's Congress vote. Page 4

Royal Dutch/Shell rises 8%: Anglo-Dutch oil group Royal Dutch/Shell reported profits up 8 per cent to \$661m for the third quarter in a performance marred by higher restructuring costs in its troubled chemical division. Page 17

Call for EU innovations: Executives from leading European industrial groups called for more co-operation between governments, the European Commission, scientists and industry to fight technological competition from Japan and the US. Page 2

Polly Peck man questioned: Michael Jordan, administrator to collapsed Polly Peck International, was questioned at the Bournemouth prosecutor's office over allegations of bribery made by PPI's former chairman Asif Nadir. Page 7

French road crash kills 15: A committee of inquiry is to investigate an accident on the Paris-to-Bordeaux motorway in which at least 15 people were burnt to death and 49 injured when a French tanker caught fire, engulfing dozens of cars in flames. Picture, Page 3

Protest at 'super' voting rights: Australian fund managers supported the principle of one-share one-vote in a debate provoked by Rupert Murdoch's desire to introduce "super shares", with multiple voting rights, at News Corporation. Page 17

UN toughens Libyan sanctions: The UN Security Council imposed new sanctions against Libya for refusing to surrender two suspects accused of the 1988 bombing of a Pan Am airliner over Lockerbie, Scotland.

Argentina to sign nuclear treaty: Argentina's congress ratified the 1987 Tlatelolco Treaty banning nuclear weapons from Latin America. Page 6; Benefits of deregulation, Page 6

China debates austerity: China's debate over curbs on an overheating economy surfaced in the official press with a defence of the austerity-reform programme by a deputy governor of the People's Bank. Page 6

Pink Snow

This Saturday, the FT publishes its 1994 guide to the world's top skiing resorts. This 20-page supplement also includes a unique FT ranking of tour operators, what to wear on the slopes, best buys in boots and skis, and FT readers' own skiing stories

Japanese magnate held in corruption probe

By Robert Thomson in Tokyo

MR RYOEI SAITO, the magnate who led Japan's charge into world art markets and jokingly said that he wanted to be buried with his Van Gogh and his Renoir, was kept less salubrious company last night after his arrest as part of a crackdown on political corruption.

The arrest of Mr Saito, 77, honorary chairman of Daishowa Paper, the country's second largest paper manufacturer, follows allegations that he authorised a ¥100m (\$834,000) payment

to a provincial governor who approved the development of a Daishowa-linked golf course and housing complex.

During 1990, Mr Saito boosted art prices by paying \$160.6m for a Renoir café scene and Van Gogh's Portrait of Dr Gachet. He then bought a version of Rodin's "The Thinker" statue for ¥1.5bn.

His family has links far beyond the paper industry. His brother Shigeyoshi, former governor of Shizuoka, south of Tokyo, is married to a Toyota, of Toyota Motor fame, while a son, Toshit-

sugu, is an MP for the opposition Liberal Democratic party. But Ryoei Saito is lord of the clan, and his detention, along with that of Daishowa's vice-chairman, Mr Taira Kiyosawa, raises doubt about the future of the company and has stirred fears over who will be the next to fall in the public prosecutors' drive against corruption.

Up to now, executives at five large construction companies have been arrested, along with a few local politicians. Mr Ichiro Ozawa, the former LDP powerbroker at the centre of the gov-

erning coalition, is under pressure to give evidence in parliament about a ¥5m donation from a contractor.

The allegations against Mr Saito involve ¥100m paid to Mr Shuntaro Honma, the former governor of Miyagi, north of Tokyo, who said in 1991 that exceptions should be made to planning regulations which had blocked the construction of the Natori Greenport golf course and housing complex.

Mr Saito has come back from the brink in the past, having been forced to relinquish control of his company in

1982 to Sumitomo Bank, after accumulating an unsustainable ¥500bn in debt. Four years later, Mr Saito, bitter that the restructuring included the sale of cherished paintings, severed links with Sumitomo and returned to the helm.

He has insisted that recent art acquisitions will not be sold, even though Daishowa is again being restructured. The company's health has been undermined by Mr Saito's ambitious expansion of paper production capacity and by the diversification into golf course development.

Moody's debt rating review

Crisis at Euro Disney deepens as shares slide

By John Riddling in Paris, Martin Dickson in New York and Our Financial Staff in London

SHARES IN Euro Disney plunged further yesterday, losing more than 15 per cent of their value on the London stock market as investors displayed increasing anxiety about the crisis at the theme-park operator.

Yesterday's falls followed a similar decline on Wednesday when the company announced it had lost FF15.3bn (\$210m) in its first full year of operation.

The losses, largely the result of exceptional charges, raised fears that the EuroDisneyland theme park in the eastern outskirts of Paris would be unable to survive without a refinancing deal with its shareholders and banks.

The continued decline in the share price, which closed yesterday at 368p down 68p, will complicate plans for a rights issue, seen as one of the most plausible options in a capital restructuring.

"At the current share price they would need something like a one-for-one issue to raise the necessary funds," said Mrs Rebecca Wittington-Ingram, hotels and leisure analyst at Morgan Stanley.

Moody's Investors Service, the credit information agency, announced it had placed the long-term debt ratings of Walt Disney, the US entertainment group which owns 49 per cent of the European leisure company,

under review for a possible downgrade. It said this was prompted by concern that the acceleration of losses at Euro Disney could result in deterioration of debt protection measurements for Walt Disney bondholders.

Moody's currently rates Disney's senior unsecured notes at Aaa.

Moody's said Walt Disney might inject significant extra funds into Euro Disney to preserve its image and trademark, which could result in an increase in the company's risk profile.

Financial restructuring plans are starting to be negotiated between Euro Disney, its bankers, and Walt Disney. The talks are likely to turn into a test of nerve as Euro Disney's bankers press Walt Disney to inject fresh capital into Euro Disney in return for subscribing to a share issue or renegotiating the terms of their loans.

About 60 banks are owed some FF21bn by Euro Disney. The biggest lenders are French, including the Caisse des Dépôts, the state investment institution, Banque Nationale de Paris and Banque Indosuez.

Also involved in arranging EuroDisney's syndicated loans are Citibank, Deutsche Bank, JP Morgan and LTCB of Japan. Three UK banks, National West-

minster, are also involved.

Continued on Page 16

Walt Disney's historical London stocks, Page 27



Bill Clinton, battling to secure enough votes for passage of the North American Free Trade Agreement, walks to a press conference in the White House. Mr Clinton is thought to be about 20 votes short of a majority in next week's vote Clinton bars Adams, Page 8 Picture AP

Kohl stands firm on European unity

By Quentin Peel in Bonn

CHANCELLOR Helmut Kohl restated yesterday his commitment to the goal of European unity, and rejected any revival of nationalism in Germany.

His speech to the German parliament was an unequivocal rebuke to Mr Edmund Stoiber, the Bavarian prime minister and his political ally.

In an effort to stem popular scepticism about European integration, he said: "For Germany, there is no alternative to European unity. Securing and continuing the task of European unification concerns the very fate of this country, but above all of our country."

He warned that if the European Union became no more than a "glorified free trade zone" as Lady Thatcher, the former British prime minister, wanted it to be, "it will not last long into the

next century." It was essential to complete the political underpinning of the union, if the "evil spirits of the past" were to be kept under control.

His words won support from a great majority of the Bundestag, in a hastily arranged debate on the future of Europe and the outcome of the last European summit.

Yet Mr Stoiber, the political strongman of the conservative, Bavaria-based Christian Social Union, the sister party of Mr Kohl's Christian Democratic Union in the ruling coalition, sat unrepentant.

As speaker after speaker from the government benches, and from the opposition Social Democratic party (SPD), denounced his views, he said: "I stand before you condemned of high treason."

Accusing his fellow politicians of suffering too long from guilt over their national identity, he declared: "We do not want a European nation in the place of nation states."

Even before yesterday's debate, Mr Rudolf Scharping, the leader of the SPD, had pledged his support for Mr Kohl's European commitment, in a remarkable demonstration of cross-party solidarity.

Mr Klaus Kinkel, the foreign minister and leader of the Free Democratic Party, had warned that all his fellow ministers in the European Union were shaken and dismayed by Mr Stoiber's views. European union did not mean that Bavarians would lose their identity, he said.

Yet it was left to Mr Kohl to make the resounding restatement of Germany's European commitment, and seek to head off international fears of a growing nationalist sentiment in the country.

Steelmakers outraged, Page 3

Tunnel link faces delay over plans for private involvement

By Charles Batchelor and Roland Rudd in London

THE £2.6bn Channel tunnel rail link is to suffer a further delay as a result of the UK's public spending squeeze and a decision announced yesterday to involve private sector companies from the outset.

Mr John MacGregor, transport secretary, announced plans to bring the private sector into the project before legislation goes through parliament despite fears that this would delay completion of the link until at least 2002.

The decision to involve private sector companies at a very early stage will allow them to influence the design of the project. But it goes against advice from Union Railways, the company which has been developing the link, which wanted the political uncertainties out of the way before involving the private sector.

Trafalgar House, the construction group, said it welcomed the chance to become involved in the project at an early stage.

although the way in which risk was shared between the public and private sectors would determine private sector interest.

The company has revived its Eurotunnel subsidiary, a joint venture with BICC and General Electric Company, to look at this and other rail projects.

In an attempt to improve the appeal of the project, the government said it would include European Passenger Services, the company which will operate international trains between London Waterloo, Paris and Brussels, in the project. This would give a stream of revenue during construction.

Companies which want to join a consortium to build the link will be invited in January to pre-qualify, and the tender documents will be sent out in the spring. Hill Samuel, the merchant bank which is advising the government, had met "a great deal of interest," Mr MacGregor said.

The timetable announced by Mr MacGregor yesterday indicates a further slippage in the

legislative and construction programme. A final decision on the route will not be taken until early next year - December had earlier been suggested as the deadline - and work preparing a hybrid bill will take at least until the autumn of 1994 and possibly into 1995.

Getting the bill through parliament is expected to take 18 months and construction work is then expected to take another five years, suggesting 2002 as the earliest date for the opening.

Private companies will be asked to bid for the amount of government money they require, although the government is limited by the Channel tunnel legislation to helping to finance parts of the project which contribute to domestic rail services.

Mr John Noulton, public affairs director for Eurotunnel, said: "There is a very disappointing lack of urgency in getting legislation in place to authorise the rail link."

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"Mr Levi, I am afraid
that we will not be
investing in your
little blue jeans business.
We cannot believe that
anyone is going to
follow a trend set by a
bunch of cowboys."

Having the capital to back a big idea is only half the secret.
Having the vision to spot one is the other half.

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NEWS: EUROPE

Pöhl breaks silence about Maastricht

EU provides Yeltsin with pre-poll boost

By David Marsh, European Editor

MR Karl Otto Pöhl, who resigned after 11 years as president of the German Bundesbank two years ago, has broken his silence and has spoken out about "defects" in the Maastricht treaty on European union.

In two lectures this week at the London School of Economics, the man who was once Europe's best known central banker and is now part-time chairman of the well-capitalised Cologne-based Sal Oppenheim private bank.

Left a 500-strong audience in no doubt of his scepticism about the likely impact of the European Monetary Institute. The EMI is being set up in Frankfurt next year to supervise the next stage of the planned move to European economic and monetary union (EMU).

He risked inflaming old wounds with Chancellor Helmut Kohl, with whom relations have soured because of Mr Pöhl's criticism in 1990-91 of the financing of German reunification.

Mr Pöhl said mistakes over introducing the D-Mark into eastern Germany were partly

to blame for German budgetary imbalances which have caused the Bundesbank to maintain tight money. This had worsened the European recession, and made EMU prospects "much less favourable".

Mr Pöhl referred defiantly to his celebrated remarks in March 1991 that the aftermath of German monetary union had been "a disaster". The controversy stirred by these comments helped lead to his resignation, and rankles still with Mr Kohl. "The Chancellor did not like the remark. But it was not wrong," Mr Pöhl said.

Although he took care not to criticise directly Mr Kohl or the present Bundesbank leadership, Mr Pöhl took issue with the central bank's reliance on monetary targets to guide interest rate policy. "Money supply figures should be used with caution," he said.

On the next stage of EMU, Mr Pöhl damped some European politicians' hopes that the EMI would have a role in monetary decision-making. "You must always be aware that the EMI will have no decision-making powers. This is something the Bundesbank will always insist on. The Bundesbank is not ready to share responsibility with this new institution."

Trying to sound diplomatic, he added: "The creation of the EMI in Frankfurt might appear a rather academic event without much practical relevance. I wouldn't say that. It could be useful in some respects to continue the work of the European committee of central bank governors to develop tools for a common monetary policy. But this could also be carried out by the governors' committee."

Mr Pöhl said the main issue facing Europe was combating unemployment and opening the west to the former eastern bloc. "We can't solve these problems by establishing a monetary institution in Frankfurt."

Because of "hidden unemployment", he said the true figure for unemployment in Germany was between 5m and 6m compared with the official total of 3.5m. "It's the same problem in Spain or France."

Mr Pöhl said the Maastricht treaty dealt more with the past than the future. "I'm not sure whether a treaty which seeks to establish monetary and political union in the west is the right answer to those countries [in central and eastern Europe] who say they are also part of the European community and European culture."

By John Lloyd in Moscow

THE European Union is to provide a showcase for President Boris Yeltsin of Russia in Brussels next month on the eve of the European summit - and of his own parliamentary elections.

Mr Jean-Luc Dehaene, the Belgian prime minister and holder of the EU presidency, said last night after meeting Mr Yeltsin in Moscow that he had invited the Russian leader to Brussels on December 9 to sign a declaration of intent preparatory to a signing of the Treaty of Partnership between the EU and Russia, which for technical reasons cannot be signed until the end of December.

The European summit is on December 10 and 11, and the Russian elections are on December 12.

Mr Alexander Shokhin, the Russian deputy premier who has, with Sir Leon Brittan, the Brussels trade commissioner, thrashed through the agreement which was finally approved in principle earlier this week by EC foreign minis-

ters, said that all matters of principle had been settled and all main compromises made. "It now only remains to put these principles into a detailed language," he said.

The Partnership Treaty should usher in a closer political and economic dialogue between the EU and Russia.

Mr Dehaene said that Russian exports to the EU countries were eight times more than to Japan, and 27 times more than to the US, while the member countries contribute 65 per cent of the assistance to Russia. He said that yesterday's visit by himself and Mr Jacques Delors, the Commission president, was the beginning of a series of meetings which would put the dialogue between Russia and the EU on the same footing as between the EU and the US and Japan.

Mr Willy Claes, the Belgian foreign minister, said that they had no doubt that the elections in Russia - to which the EU would send a number of observers - would be free and democratic, and mark a "historic turning point" for the Russian people.



Captured Bosnian Muslim troops being guarded by Serb soldiers north of Sarajevo yesterday

Sarajevo evacuations resume

By Laura Silber in Belgrade

SERB forces yesterday released two Bosnian government bodyguards, who were abducted from a UN armoured car, prompting Sarajevo authorities to resume the evacuation of Serb civilians from the besieged capital.

UN officials said the two guards from the Bosnian interior ministry, who had been escorting the Roman Catholic Archbishop of Sarajevo but were seized by Serb gunmen and held for

three days, were handed over to UN mediators at Lukavica, the Serbian garrison on the outskirts of Sarajevo.

But while Serb commanders appeared to ease in to UN pressure to free the two men, UN officials yesterday said they continued to block the passage of humanitarian aid to Muslim enclaves designated as UN "safe areas".

Belgrade economists say inflation is running at 0.5 per cent an hour, spurring claims by the government of brighter economic prospects.

Czech inflation near 20%

CZECH consumer prices rose by 1.1 per cent in October bringing the year-on-year inflation rate to 19.9 per cent since October 1992, the Czech Statistical Office reported yesterday, writes Patrick Blum in

Vienna. The strongest increases were recorded for communications and food products. Analysts expect inflation for the whole of 1993 to overshoot the government's 15-17 per cent target.

UK bucks trend of plunging sales of new cars

By Kevin Dine, Motor Industry Correspondent

WEST European new car sales fell by an estimated 15.1 per cent in October to 902,000.

Demand has dropped sharply for 10 months in succession, as the European motor industry suffers its steepest sales decline of the post-war period.

New car sales in the first 10 months of the year declined by 18.3 per cent to 8.8m, according to industry estimates, with 1.76m fewer cars sold so far this year than in the corresponding period of 1992.

Much of the industry is operating at a loss as carmakers take drastic action to reduce production and cut jobs.

New car sales in October were lower than a year ago in 13 of 17 markets across western Europe, with demand growing only in the UK and in Scandinavia.

In the first 10 months of the year sales were lower than a year ago in 15 of 17 markets across western Europe, with demand growing only in the UK and marginally in Norway.

There was little sign of the recession easing in any of the large volume markets with the exception of the UK.

New car sales in Germany fell by an estimated 18.7 per cent in October compared with the decline of 18.6 per cent in

the first 10 months. In Italy sales fell by 13.7 per cent in October compared with a decline of 22.1 per cent in the first 10 months of the year, while in Spain a decline of 22.8 per cent in October compared with a drop of 25.1 per cent in the first 10 months. The pace of decline in France was little changed, with a drop of 17.5 per cent year-on-year in October and of 17.3 per cent in the first 10 months.

The UK remains the only significant market in west Europe, where new car sales are rising - albeit from a depressed level - with an increase year-on-year of 1.4 per cent in October and of 13.1 per cent in the first 10 months.

Sales in the UK are being boosted by the most aggressive marketing campaigns ever mounted, as carmakers seek to gain a larger share of the only growth market.

Among the volume carmakers, the Volkswagen group of Germany and the Fiat group of Italy have lost most ground this year, with sales plunging by around 21 per cent in the first 10 months.

Rover group, the vehicles subsidiary of British Aerospace, is the only significant carmaker in Europe to have increased its sales volume. It has been helped mainly by the increase in the UK market.

WEST EUROPEAN NEW CAR REGISTRATIONS

January-October 1993

	Volume (Units)	Volume Change (%)	Share (%) Jan-Oct 93	Share (%) Jan-Oct 92
TOTAL MARKET	9,795,000	-15.3	100.0	100.0
MANUFACTURERS:				
Volkswagen group	1,800,000	-20.8	18.3	17.4
- Volkswagen	1,059,000	-20.5	10.8	11.5
- Audi	271,000	-24.9	2.8	3.1
- Seat	228,000	-19.2	2.3	2.4
- Skoda	44,000	-4.0	0.4	0.4
General Motors	1,289,000	-11.4	13.0	12.4
- Opel/Vauxhall	1,222,000	-10.9	12.5	11.9
- Saab	34,000	-32.1	0.3	0.4
PSA Peugeot Citroen	1,195,000	-14.8	12.2	12.1
- Peugeot	723,000	-14.7	7.4	7.3
- Citroen	470,000	-14.4	4.8	4.8
Renault-Nissan	1,172,000	-15.7	12.0	12.2
- Renault	1,029,000	-15.5	1.5	1.5
- Volvo	143,000	-15.9	1.5	1.5
Ford	1,146,000	-14.0	11.7	11.5
- Ford Europe	1,138,000	-14.0	11.6	11.4
- Jaguar	10,000	-0.1	0.1	0.1
Fiat group	1,080,000	-21.5	11.1	10.8
- Fiat	816,000	-20.7	8.3	8.5
- Lancia	155,000	-22.6	1.6	1.7
- Alfa Romeo	108,000	-25.0	1.1	1.5
Nissan	348,000	-15.8	3.5	3.2
BMW	316,000	-17.5	3.2	3.5
Rover	306,000	-12.5	3.1	2.9
Mercedes-Benz	291,000	-17.1	3.0	3.0
Toyota	275,000	-5.0	2.8	2.6
Mazda	171,000	-10.4	1.7	2.0
Honda	139,000	-10.4	1.4	1.2
Mitsubishi	123,000	-12.7	1.3	1.2
Total Japanese	1,208,000	-12.0	12.3	11.9
MARKETS:				
Germany	2,727,000	-18.5	27.8	29.0
Italy	1,610,000	-22.1	16.4	17.9
United Kingdom	1,577,000	-12.1	16.1	13.2
France	1,415,000	-17.3	14.4	14.5
Spain	820,000	-25.1	8.3	7.2

*Fig. based on 31 per cent and 100 per cent control or share.
 *Includes cars imported from US and sold in western Europe.
 *Data based on 90 per cent and 100 per cent control or share.
 *Includes and Volvo plan merger in January 1994. Peugeot linked through minority cross-shareholding.
 *Fig. for Fiat group includes Lancia, Alfa Romeo, Innocent, Ferrari and Maserati.
 *Includes a 50 per cent stake in Rover vehicle operations.

Source: industry estimates

If you can't make it to the end of the test, your company may not make it to the end of the decade.

This test poses tough questions about customer service. So does the real-world business environment. That's why Unisys is introducing an answer which can transform your customer service into a competitive advantage: CUSTOMERIZE.

When you CUSTOMERIZE, you put the customer at the heart of your world, rather than the periphery. By embedding customer service objectives within your information strategy, Unisys will help you extend the full capabilities of your enterprise to the points of customer contact - the points where business is won or lost. We'll help enhance your ability to receive information from your customers, and communicate information to them, creating an information flow which leads to bottom-line results. As customer service rises to a

higher level, so will your ability to make new customers, build your relationships with them, and generate revenue.

How to begin? The perfect starting place is our CUSTOMERIZESM assessment. Experienced Unisys business consultants will team with you to evaluate the information flow between you and your customers, identify any barriers to communication, and design technology solutions tied to achievable business goals. We'll commit

ARE YOU CUSTOMERIZED?

1. Do you have as many customers as you want? ☐ Yes ☐ No

Can a bottom line be too healthy? Of course not. And neither can a growth-oriented company have too many customers. They're the engine that generates revenue.

2. Are your customers as loyal as you want? ☐ Yes ☐ No

It's one thing to gain customers. It's another to keep them. The strength of your business depends largely upon your ability to sustain a relationship with customers.

3. Do you generate as much business from each customer as you want? ☐ Yes ☐ No

A critical component of business growth is increased sales content. To maximize each business opportunity, you need a way to leverage your entire organization - to bring it totally to bear at the point of customer contact.

4. Do you really know what your customers want? ☐ Yes ☐ No

Are you alert to every product your customers could use? Every service that might interest them? Every transaction they're prepared to make? Every sale they'll allow you to follow through? Are you thoroughly plugged into your market?

5. Does your entire organization know what your customers want? ☐ Yes ☐ No

A customer orientation has limited value unless it's embedded in the very heart of an enterprise - at all levels, and at every place that directly or indirectly involves the customer.

6. Is your information strategy focused on helping you hear what customers and markets are trying to tell you? ☐ Yes ☐ No

The next best thing to reading your customers' minds is listening to what they're saying. But unless you're constantly tuned in to customers' signals, you're missing messages that could guide you to greater results for your business.

7. Can your organization respond quickly to what customers and markets are telling you? ☐ Yes ☐ No

When the flow lines of your information system are not within your customers' reach, you won't always sense when opportunity knocks. But even if you do, getting the message is not enough. If you can't reply rapidly to market signals with information, products and services, revenue opportunities are lost.

8. Does your information strategy enable the proactive delivery of information to your customers? ☐ Yes ☐ No

Many business plans underestimate the power of information to build customer relationships. But imagine the advantage of an information technology strategy that transforms information into customer-generating, revenue-generating fuel.

9. Are the full capabilities of your organization accessible to your customers at all your field locations? ☐ Yes ☐ No

An office. A branch. A retail site. To a customer, that's your company. One small part of the whole. Which is why you need to leverage your entire organization by extending its capabilities to each point of customer contact.

10. Does your information strategy reflect the bottom-line impact of customer service? ☐ Yes ☐ No

Business is built on customers. Without them, there is no bottom line. Customers are also built on customers, the public. And whether you're in the business of commerce or the business of government, no objective of an information strategy is more fundamental than enhanced customer service.

The Bottom Line. If you answered No to any of these questions, you're not yet customized.

But you might well agree that this simple test suggests the enormous advantages of becoming customer-focused. And as the leader in customizing business and government, Unisys will work with you to provide the answers you need.

to adopting a vendor-independent approach to the assignment. And we'll apply our industry-

leading expertise at ensuring that an information strategy pays off, not merely shows off.

For more information, fax Graham Roberts on (44) 895 862807. Ask for our CUSTOMERIZESM assessment and discover how we can help your organisation earn high marks in an increasingly customer-driven era.

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Olivetti chief freed from house arrest

Party figure declines \$11m rap

By Robert Graham

MR Carlo De Benedetti, head of Olivetti, was yesterday freed from house arrest imposed by Rome magistrates last week following investigations into alleged corruption on postal contracts.

Immediately the news was conveyed to Mr De Benedetti in his Milan apartment, he decided to attend a meeting of Confindustria, the Italian industrialists' confederation, in Rome. The move appeared a determined attempt to demonstrate that his problems with the judiciary had not affected his position as a leading industrial figure.

Last week Rome magistrates created a sensation by insisting on Mr De Benedetti's formal arrest and brief entry into prison before being interrogated for allegedly paying L10bn (\$6.25m) to obtain post office contracts for Olivetti teleprinters and telex machines.

In another development yesterday, Rome magistrates examining alleged corruption in the allocation of television channels announced that Mr Adriano Galliani, a board member of media magazine Silvio Berlusconi's Fininvest, was under investigation. Mr Galliani, also a director of Milan football club, denied any wrongdoing.

By Robert Graham in Rome

A LEADING Christian Democrat implicated in Italy's corruption scandals is refusing to accept financial responsibility for funds collected illicitly on behalf of the party.

The case is being watched closely by others accused of raising large sums through bribes and undeclared contributions to fund party activities.

The outcome will determine whether individuals or parties are liable to repay illegally collected funds.

Mr Maurizio Prada, long-time administrator for the Christian Democrats in Milan, is being asked by magistrates to hand back L16.9bn (\$10.6m) which he admits illicitly collecting from local businessmen.

Mr Prada was arrested last year and has accepted the legal consequences for his actions, but is refusing to accept financial liability. He has threatened to sue the Christian Democrats if they fail to return the funds he collected for the party.

He has detailed six sums of money, from L940m to L5.3bn, which he collected between 1984 and 1988 on behalf of the Milan party, the regional

office or the national Christian Democrat treasury. He further alleges the party knew that declared contributions were tiny in relation to the expense of running a large party apparatus.

The party itself, now under new administrative control, is expected to deny liability for past actions. At the same time the party's finances are so depleted it would have difficulty repaying Mr Prada.

The problems of Mr Prada pale beside those of Mr Severino Citaristi, the Christian Democrat party treasurer, who faces more than 20 charges of receiving illicit funds totalling L100bn.

In addition the treasurers of all the main parties have become caught up in the scandals. If the courts are to seek recovery of illicit funds through individuals rather than parties, the individuals in turn will probably be obliged like Mr Prada to sue the parties.

At a more general level the Prada case highlights the problem of recovering the vast amounts of money paid in bribes and commissions at the expense of the taxpayer. In most cases the bulk of such money has already been spent.

French take hammer to crack a nut

By David Buchanan in Paris

THE swoop by French police on suspected Islamic fundamentalists this week was more a warning against possible future trouble than a response to any actual terrorist threat.

Mr Charles Pasqua, the interior minister who gives the Balladur government its hard-line conservative edge, told parliament that the dawn arrests on Tuesday of 88 suspected fundamentalists, mainly of Algerian origin, had uncovered "a number of arms, important sums of money and false identity papers". But the arms haul amounted to two guns and a few electronic components that allegedly could be used in bomb-making.

Most of the 88 were released as swiftly as they had been arrested. By yesterday, police held only three men, had confined six others to their homes

and had returned one imam (Muslim priest) to Turkey for recently telling Le Figaro newspaper that Islamic law should take precedence over that of France.

Police did find quantities of tracts sympathetic to the Islamic Salvation Front (FIS) banned in Algeria. More sinister was the apparent discovery of a copy of the same message warning French expatriates to leave Algeria which was given to three kidnapped French consular officials on their recent release by an FIS sister organisation, and a note of the London telex number through which responsibility was claimed for the killing of two French geologists in Algeria.

But the evidence is that the French government was more interested in scaring the handful of FIS activists in France, than scared by them. Paris does not seem to have been

pushed into overt action by Algiers; the Algerian government was apparently quite happy with the close but passive French police surveillance of suspected FIS members over the past months.

The French authorities are very nervous at any signs of fundamentalism spreading among France's 3m Moslems, the country's second largest religious group, way ahead of Protestants or Jews. France weathered the 1981 Gulf war, with its large population of Maghreb origin showing none of the objection to French involvement which was displayed back in north Africa.

But there are home-grown reasons for the spread of Moslem fundamentalism in France, particularly in deprived, drug-ridden suburbs where unemployed young "Beurs" (as French-born Arabs are known) often find solace in Islam. In

such areas traditional social and political forces like the Catholic church and the Communist party are giving way to imams and mosques. France has some 100 mosques capable of taking more than 100 worshippers, but a far larger number - an estimated 900 - which are simply converted suburban basements or flats.

Yet, there are very few home-trained imams - only 4 per cent of the 500 in France, according to one estimate. At the recent opening of a Moslem seminary, Mr Pasqua himself said he hoped more imams would be trained in France. In the town of Nantua in south-east France from which the Turkish imam was expelled this week, two Turkish and two Moroccan girls have been suspended from their school for wearing "chadors" or head scarves. Such girls face a cruel dilemma: ostracism at school if

they wear scarves, or ostracism at home if they do not. Serious though these long-term integration problems are, the French government faces a more immediate diplomatic challenge with Algeria itself. Paris has found itself pushed from denouncing the cancellation of elections in January 1992 to reluctantly backing the same government.

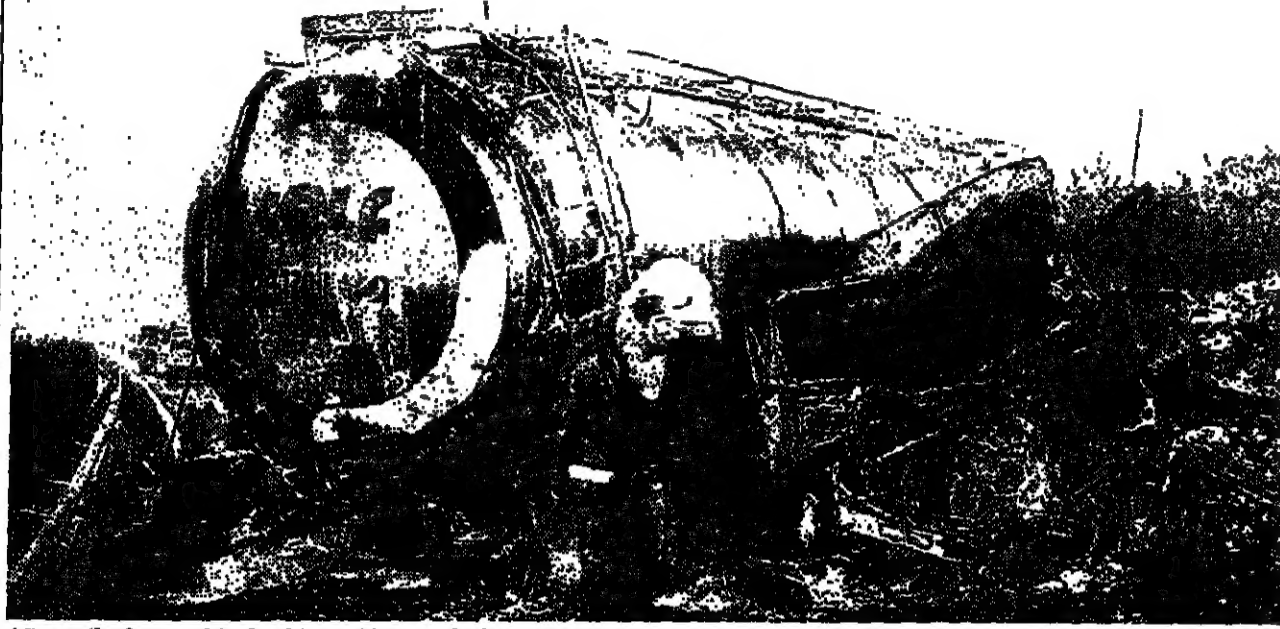
"Our interest is stability in Algeria, in democracy if possible, but not in the arrival of fundamentalists in power there," says one official. This support, bolstered by a FF1bn (\$110m) credit earlier this year, is tempered by warnings to the Algerian authorities that they must lose no more time in embarking on political and economic reform. But the longer the Algiers authorities drag their feet, the more France becomes a target of their opponents.

Investment shake-up for French TV

A reshuffle of domestic shareholdings in French television is expected to result from this week's bill allowing single investors to increase their stakes from 25 to 49 per cent in a TV station. David Buchanan reports from Paris.

When TF1, France's leading TV station, was privatised, and newer private channels such as M6 and Canal Plus were set up, the 25 per cent limit was considered necessary to prevent a concentration of media power. But many large investors have complained that the limit gives them financial liability, without management control.

The bill is unlikely to change the fact that French TV is considered off limits to foreigners.



Aftermath of a petrol tanker blaze which engulfed dozens of cars in a motorway pile-up near Bordeaux on Wednesday, killing 15.

Fear defines election in Italy's steel city

Jobs are Taranto's big issue, writes Robert Graham



Municipal Elections

But the city's 250,000 inhabitants care little about the pollution. For them, the sound of the blast furnaces echoing across the harbour and the pall of foul air above their homes is a guarantee of jobs and wage packets.

Begun in 1980, the state-owned steelworks converted Taranto, in the heel of Italy, into one of the rare zones of prosperity and job security in an otherwise depressed mezzogiorno. It offset the declining fortunes of the naval dockyards, falling profits from fishing, and cuts in the defence budget, which lessened the importance of Taranto as the base for the Italian home fleet.

Now Taranto has become one of the casualties of Europe's over-production of steel.

Iva, the state steel company, is being forced to rationalise and privatise by the EU Commission in Brussels, putting a quarter of the jobs at risk, perhaps even more if the Italian government fails in its efforts to implement its latest privatisation plan.

"The effect is always worse when a town is based round a mono-culture," observes Mr Francesco De Ponzio, head of the local branch of the engineering workers union. He has seen jobs at the steel complex fall from a high of 22,000 to 13,000. "The restructuring of Iva means 4,500 jobs will go over the next three years in a city which already has 25 per cent unemployment."

The issue is dominating the forthcoming municipal elections of November 21, forcing all the political parties to make brave talk of job protection and special deals on new

industries. The elections will take place in some 450 municipalities throughout Italy, involving a quarter of the electorate. At stake in Taranto is whether any party can prevent the city sinking into urban decay and the organised crime which characterises so much of southern Italy.

"Of all the municipal elections on November 21, Taranto is the only instance of all the forces of the left uniting behind a single mayoral candidate," observes Mr Luciano Mineo, who is organising the campaign for the former communist Party of the Democratic Left (PDS) in Taranto.

The coalition, dominated by the PDS, consists of the

Changes at Iva threaten 4,500 jobs, with 25% already jobless in the city

Greens, Radicals, the Democratic Alliance movement, elements of the Socialist party and Reconstructed Communism - the latter being hard-line marxists that refused to join the PDS when the Communist party broke up in 1991.

The joint left mayoral candidate is Mr Gaetano Minervini, a former magistrate without previous political affiliations, although he is believed to be close to the PDS.

Against him is Mr Alfano Carucci, a Christian Democrat former mayor backed by Liberals, Social Democrats, Social Democrats, some Socialists and Republicans. This represents the coalition that ruled Taranto during the 1980s, but which has been riven by divisions and corruption scandals, forcing the administration to be disbanded 18 months ago.

The wild card is an unorthodox figure, Mr Giancarlo Cito,

who owns a small local television station. Promising a people's government, he enjoys a degree of popularity, but has yet to overcome a whispering campaign against the mysterious source of funds for his television station.

Meanwhile, traders in Taranto are sceptical that any city hall administration can affect the economy since so many decisions are outside local hands. "Look, the decision to privatise Iva and cut production at Taranto wasn't even taken by an Italian government, but by Brussels," said one bookshop owner.

Mr Mineo, however, sees the chance to create a flagship administration in the south. "The nature of the governing town council is important in at least two ways. First, it determines how Taranto's case is represented both in Bari (the regional capital) and in Rome. Second, it determines the extent to which the municipality is run efficiently, transparently and honestly."

Like almost every Italian city, Taranto's finances are in a mess. The previous administration ran up off balance sheet expenditure to the tune of L80bn. The municipality owned transport is deficit-ridden and incapable of providing a competitive service. And the crumbling city looks as though it has yet to come to terms with the Allied bombardment during the second world war.

Whoever rules in city hall will preside over a Taranto traumatised by the fear of a descent into joblessness. Two months ago 170 workers for sub-contractors at the steelworks chained themselves to the production lines in protest over job losses, and nearly brought the entire complex to a standstill for five days. At Taranto's demonstration to mark the October 28 nationwide general strike a record 20,000 took part. "There was only one cry - jobs, jobs, jobs," said Mr De Ponzio.

Bremen steel sale provokes outrage

By Ariane Genillard in Bonn

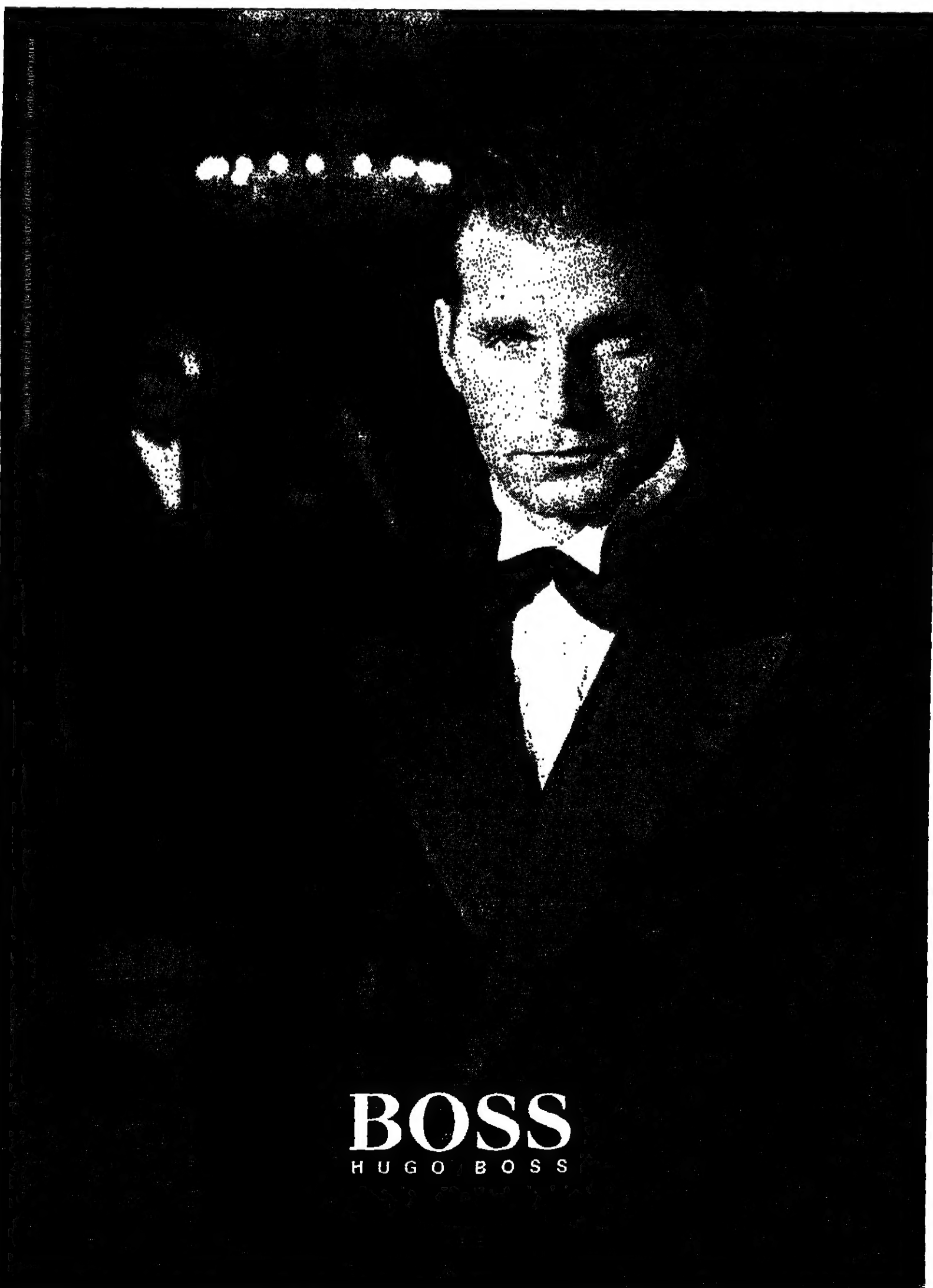
GERMAN private steelmakers expressed outrage yesterday at the decision by Klöckner-Werke, the diversified steel group, to sell its steel mill to a consortium led by the city state of Bremen.

Officials at Thyssen, the largest steel group in Germany, said the decision was purely political and would run against the European Union's efforts to reduce overcapacity in the European steel industry. Klöckner-Werke decided yesterday to sell 75 per cent of its integrated steel mill in Bremen for a symbolic DM1 each to four local companies. These include Hibern, a state-owned

holding company, the Bremer Vulkan shipyards, Hegemann, a company manufacturing shipping equipment and the city's electricity utility.

The Bremen government plans to keep the loss-making steel mill open with its current crude steel capacity of around 3m tonnes. It will privatise part of the profitable electricity utility to raise funds and inject DM200m in the steel mill.

The decision eliminates a rival offer made by Thyssen and Krupp-Hoesch, Germany's two largest steelmakers and Usinor-Sacilor, the French steel group. The consortium wanted to close most of the plant, keeping open only its modern cold-rolling facilities.



THE FINANCIAL TIMES
Published by The Financial Times
Group, 1, The Quadrant, London EC4A 3DF.
Telephone: +44 (0) 20 5585 1000. Fax: +44
(0) 20 5585 1001. Telex: 611000. Registered
with the Copyright Commission. Printed by
DWM Druck, Weybridge, Surrey.
Marketing: Giffels, Advertising: Rosenthal
Stuart. 3c, 43263 New-Isenburg (owned
by Hürthel International).
Responsible Editor: Richard Lambert.
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Number One Southwark Bridge,
London SE1 9HL. UK Shareholders of
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of the above mentioned two companies are:
The Financial Times Limited, Number One
Southwark Bridge, London SE1 9HL. The
Company is incorporated under the laws of
England and Wales. Chairman: D.C.M. Bell.

FRANCE
Publishing Director: J. Kelly, 168 Rue
de Rivoli, 75004 Paris Cedex 01.
Telephone: (01) 4297-0621, Fax: (01)
4297-0622. Printer: S.A. Nord-Sud,
1821 Rue de la Colonne, 92010 Nanterre.
Circulation Editor: Richard Lambert.
ISSN: ISSN 1143-2753. Commission
Paritaire No 678080.

DENMARK
Financial Times (Scandinavia) Ltd,
Vimmelskædet 33, DK-1161,
Copenhagen. Telephone: 33 12 44 41.
Fax: 33 93 33 35.

NEWS: WORLD TRADE

US public opinion swings behind Nafta

By Nancy Dunne in Washington

THE FIGHT over the North American Free Trade Agreement yesterday shifted outside Washington to the Congressional districts of members, sampling public opinion at home during this Veterans' Day holiday week-end.

The pro-Nafta forces, exulting over the debate victory of Vice President Al Gore over Texan billionaire Ross Perot, hoped they had finally captured the elusive momentum necessary to carry them to victory in the House vote next Wednesday. A USA Today/CNN poll of debate watchers found support for the trade pact between the US, Canada and Mexico

had shot up from 34 per cent before the debate to 57 per cent after it. Arthur Andersen & Company yesterday released a survey, by its tax

A USA Today/CNN poll found that support for the trade pact shot up from 34% before the Gore/Perot debate to 57% after it

and business advisory service, which found that large majorities of executives of medium-sized companies in Canada, Mexico and the US strongly support Nafta.

"Executives in all three countries overwhelmingly believe it will help

their businesses and national economies," said Mr Charles Heeter Jr, Andersen associate partner. Congressman Robert Matsui, leader

of the House Nafta proponents, yesterday predicted that returning House members would find a turnaround in the public mood. Opponents, however, believe widespread fear over job losses will outweigh any new-found enthusiasm for

Nafta. "The only thing that matters is the economy," said Mr Christopher Whalen, Washington trade consultant. "The political equation still is going to be that congressmen who vote for Nafta will have to look for other employment next year."

To blunt any momentum for the administration, Congressman David Bonior, an anti-Nafta whip, on Wednesday announced that he had 319 of 434 members pledged to vote against the pact. However, he needs at least 10-12 votes more than the majority to prevent last-minute switches, as the Administration increases its pressure.

The Administration this week has picked up 10 public endorsement

votes, and claims to have a total of 192. It is publishing a free 800 telephone number with the offer to voters to send, free of charge, pro-Nafta telegrams to their congressmen.

Around the country, the opposition troops are planning rallies, marches, town hall meetings and "accountability meetings" with congressmen. Ms Lori Wallace, an anti-Nafta leader, said Nafta would be won or lost in the congressmen's home districts.

Washington will not be bereft of activity over the long weekend. The anti-Nafta Citizens' Trade Campaign is bringing "Nafta Claus" to the Capitol to distribute gifts in a parody of the president's effort to sell Nafta to a reluctant Congress.

Germany bids for DM3bn China deals

By Quentin Peel in Bonn

GERMAN industrialists are hoping to sign contracts worth up to DM3bn (\$1.2bn) in China next week, when Chancellor Helmut Kohl leads a top-level delegation for talks in Beijing, Shanghai and Guangzhou.

Among the deals expected to be finalised are the purchase of six Airbus A340 aircraft, worth some DM500m, and the DM700m contract for an 18km stretch of underground railway in Canton, to be built by a consortium headed by Siemens and AEG.

Around half the cost of the underground railway is intended to be financed with soft loans from the German development ministry, on the grounds that it is not a commercial project.

A further contract, also part-financed with development loans, is for DM165m worth of railway wagons for the Chinese railway system, to be provided by Deutsche Waggonbau, one of the biggest east German enterprises still to be successfully privatised.

Some 40 chief executives of German companies are expected to travel with the Chancellor on his week-long trip, including Mr Edzard Reuter, the head of Daimler-Benz, Mr Heinrich von Pierer of Siemens, and Mr Ferdinand Piech of Volkswagen.

Daimler-Benz troubled Deutsche Aerospace subsidiary has been negotiating on possible collaboration deals in satellite technology, solar collectors, and other electronic components, Siemens, apart from its involvement in the underground project at Guangzhou,

is also hoping for major telecommunications contracts in transmission systems, and digital mobile telephones.

Siemens Transportation Systems will also be making a proposal to the Chinese government to supply its ICE high-speed train system.

The German delegation is also hoping to sign new contracts for container ships which might be built at east German shipyards, on top of an existing contract for eight ships already signed.

Mr Kohl is to visit the VW plant in Shanghai, where the annual capacity of 100,000 Santana cars is to be increased to 150,000.

More than 100 potential new projects are under negotiation, according to the German economics ministry, including power stations and engineering plants.

German exports to China soared by more than 50 per cent in the first half of 1993, to reach almost DM65bn, while Chinese exports to Germany increased by a more modest 12 per cent to DM7.5bn, according to German figures.

The Chancellor's visit is seen as a big effort by the German government to support German industry in its drive for Asian markets, which officials admit have been neglected in the past.

On departure from China, he will visit Hong Kong for talks with Mr Chris Patten, the British governor, underlining Germany's commitment to a "harmonious solution" between Beijing and London on the future of the colony, according to officials in Bonn.

Turks see twin danger for textiles in EU link

John Murray Brown reports on nervousness over the shape of a customs union planned to start in 1995

AS TURKEY and the European Union this week opened the final round of negotiations to achieve a customs union in 1995, a potential flashpoint is emerging in the sensitive area of textiles.

With many Turkish industries now urging the government to provide protection beyond the deadline, clothes and cloth manufacturers are worried that Brussels may use this as a pretext to retain quotas on textiles.

Theoretically, a customs union requires both sides to remove tariff and non-tariff barriers to trade, which would mean the reduction of Turkish import duties to zero and the lifting of EC textile quotas. Turkey would also have to adopt the Union's common external tariff (CET) for third countries and fall into line with EU trade policies.

But textiles could suffer doubly if they remained restrained from expanding export markets in the EU, while also facing renewed competition at home from EU imports as barriers came down. Mr Oken Oguz, chairman of the Garment Exporters' Association says this could "kill off large parts of our industry".

The issue is clearly vital for the industry, Turkey's largest foreign exchange earner, with

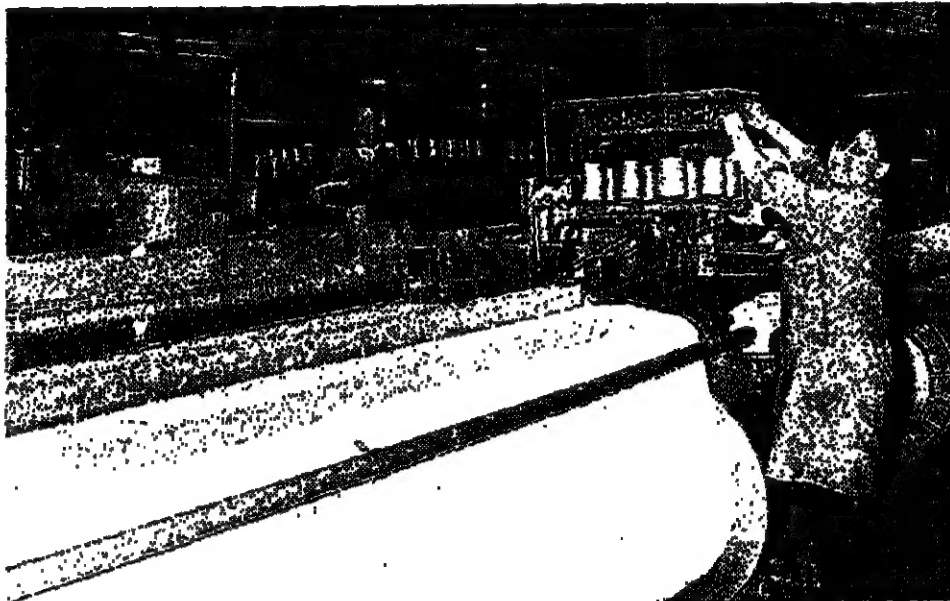
exports worth \$5.3bn in 1992. When first imposed in 1982, quotas only affected cotton yarn, but as Turkish industry has matured, an increasing range of products have faced volume curbs. The EU now places quotas on six textile and 10 apparel categories, from cotton yarn, knitted fabric, T-shirts and knitted underwear.

The importance of textiles for Turkey's economy can hardly be overstated. Textiles and apparel production accounts for 14 per cent of Turkey's gross domestic product, over a fifth of manufacturing employment, and 37 per cent of Turkey's export earnings.

Equally vital is the role of EU markets. Turkey is the largest supplier to the Union, accounting for 10 per cent of the EU's supplies; conversely, the EU buys 72 per cent of Turkey's total textile exports.

Commission officials say they have not received a formal request from Ankara to reschedule the tariff cuts for any of Turkey's so-called vulnerable sectors, although the car industry, consumer electronics and packaged foods have been mustering support in Ankara for a reprieve.

Structurally, the textile industry appears ill-suited to mount its own campaign. For one thing, the interests of the two branches of the industry -



Mensucat Santral's textile plants at Kazlıcesme, one of Turkey's more modern installations

the textile and apparel manufacturers - are frequently in conflict over customs union.

Textile or fabric producers could well benefit from the adoption of the Union's protectionist policies towards third countries. For example, last year, Turkey took action against Pakistan over cotton yarn imports in what was the first known case of an anti-dumping action by one devel-

oping country against another. With a customs union, Turkish producers will have the full EU negotiating muscle behind them. As one textile manufacturer saw the prospect, "this is a gift from God".

However, for the apparel sector, restrictions on Pakistani or other cheap imported cotton will merely add to garment producers' costs. Officials point out that Pakistan last year

shipped 3,500 tonnes of cotton yarn to Turkey, while Pakistan's current quota into the EU as a whole is only 9,000 tonnes.

Another concern of the apparel producers, is that, while they account for the lion's share of textile exports - apparels were worth more than \$4bn in 1992 - they have little political clout, comprising as they do some 10,000 small and medium size businesses.

And yet it is the apparel companies which will be most vulnerable to increased import competition once a customs union is in place. With Turkish import levies at around 40 per cent, few EU fashion houses have penetrated the Turkish market. The value of EU garment sales to Turkey last year was worth a mere \$36m, according to the Garment Exporters' Association. But with a customs union, EU products will be able to enter Turkey duty free.

Marks and Spencer, the UK stores group, last month announced it was looking for a franchise partner to market clothes imported from the UK. And Turkey's youthful and increasingly brand-conscious population is likely to attract other international names.

Turkey's own branded products such as Vakko and Beymen could find themselves under severe pressure.

Mrs Christians Scrivener, the European commissioner in charge of customs, in a speech in Istanbul last month, was careful not to commit herself on quotas. The issue will ultimately be decided by the member states, not the Commission. But it is no secret that Portugal, and to a lesser extent Spain, would be only too happy to see restrictions retained on Turkish imports.

NEWS IN BRIEF

BAe in talks over Swedish fighter

British Aerospace is negotiating to become a partner in Sweden's latest jet fighter, the JAS-39 Gripen. David White, Defence Correspondent, reports.

The British company has confirmed it is in discussions with Saab-Scania, part of the Swedish consortium building the lightweight fighter, which is already in production. A deal may involve component supplies and marketing support. BAe was already associated in development of the Gripen, and provided the first sets of wings.

The Gripen, described by its manufacturers as the world's first lightweight multi-role combat aircraft, was set back by accidents involving a test aircraft in 1989 and then the first production aircraft, which crashed in August because of problems with its sophisticated electronic flight control system.

Saab is a partner in the venture along with Volvo Flygmotor, Ericsson and FFV. The consortium has firm orders for 140 of the aircraft for the Swedish air force, for delivery between this year and 2001.

BAe, which has a strong foothold in the Middle East and Asia, would seek to market the Gripen beyond the traditional group of Swedish military aircraft clients, which has been restricted to other Scandinavian countries and Austria.

Israel opens telephone tender

Israel yesterday opened the tender for a second cellular phone service to compete with the existing monopoly operated by Motorola in partnership with Bezeq, Israel's state-owned telephone company, Janan Ozaime reports from Jerusalem.

A number of international companies are among consortia competing for the tender. Among bidders are BellSouth in partnership with the Saffra brothers and Discount Investments; Southwestern Bell with Clal and the Aurec Group; McCaw, Telrad, Poalim Investments and Belberg group; Bell Atlantic with Danker Investments and IBM investments; the Elbit, GTE, Canadian Telcomm group.

The consortia have three months to bid for the tender which will initially be a 10-year license with an option for a further six years. The tender will be supervised by Israel's Ministry of Communications which expects an investment of \$70-130m. The ministry has said that a foreign company may hold up to 80 per cent control of corporations competing for the tender if a majority of its directors are Israeli residents in Israel. Bidders must also have a paid-up capital of at least \$200m (\$132m) and have a 25 per cent shareholder which has been operating a mobile phone system with 100,000 subscribers for at least three years.

Kuala Lumpur transit finance

A much delayed mass transit system for Kuala Lumpur, the Malaysian capital, was given a boost yesterday with the signing of a M\$851m (£224m) financing package for the project, Kieran Cooke reports from Kuala Lumpur. The state-owned Bank Bumiputra bank and the local branch of the Hongkong and Shanghai Bank were the main arrangers of the part finance for the light rail transit system, the first stage of which is due for completion in mid 1995.

AEG Westinghouse Transport of Germany and Taylor Woodrow of Britain have a joint 30 per cent stake in the project. Others foreign investors are American Assurance, a Singapore government investment agency and the pension fund of the Shell group in Malaysia. Local partners include a government controlled pension fund.

Malaysian port to be expanded

The international engineering contractor Christiani and Nielsen (Thal) is to increase the capacity of the Malaysian capital Kuala Lumpur's Port Klang by a fifth, after winning a contract worth M\$162m (£42.6m), William Barnes reports from Bangkok.

Christiani & Nielsen, which has been associated with Port Klang's development since the 1950s will reactivate its Malaysian office. The work on two new wharves, to be carried out by a 50:50 Malaysian joint venture company will double the port's existing capacity which is under some pressure from a boom in Malaysian exports.

Scepticism grows over access to Japan's markets

THE Japanese government's deregulation programme has been billed as an initiative that will add trillions of yen to domestic demand and create a million jobs, but many foreign companies in Japan are sceptical that tinkering with a few rules and regulations will actually open Japan's doors to more foreign imports, writes Michio Nakamoto in Tokyo.

A group of foreign-affiliated companies' managers in Japan has launched a scathing attack on the government's efforts to enhance access to Japan's markets and has called on the government to take concrete measures such as setting targets for foreign market share in specific products and industries, in order to realise the full benefits of deregulation.

In a report published this week, the Foreign-Affiliated Companies Management Association notes that no matter how many laws are changed, the bureaucratic red tape that hampers foreign penetration of Japanese markets is unlikely to change without a fundamental change in the way govern-

ment offices are run and in the attitude of public officials.

The FAMA report cites cases in which foreign companies' efforts to market products in Japan have been thwarted by the action and attitude of government ministries rather than by official regulations.

For example, a German-affiliated company attempting to import a new kind of health drink to Japan was required to submit confidential product data to Japanese customs only to be kept waiting for one year before official approval was given. Meanwhile, a Japanese company began marketing a similar product and the German company was forced to give up plans to sell the product in Japan, the report states.

In another case, a European company had its application for a foreign executive's visa held up for nearly a year because he had not gone to university, prompting the justice ministry to view his academic background as that of foreign blue collar workers, against whom Japan has a closed labour policy.

Saudi Aramco in new oil joint venture talks

By Mark Moholosi in Cairo

SAUDI ARAMCO, the state oil producer and refiner, is negotiating with two South East Asian oil refining groups over a potential multi-billion-dollar joint-venture refining agreement.

The negotiations show Aramco is determined to continue its long-standing policy of guaranteeing supplies of crude to its major markets through joint refining deals, despite this week's cancellation of a \$2.87bn project with Japan's three leading oil refiners.

The Saudis did not reveal the names of the two South East Asian companies, but oil officials said the talks were towards a deal of similar scale to that which broke down this week. Saudi Aramco is discussing the possibility of buying into and upgrading existing refineries in the region as well as building new plants.

The talks are understood to be well advanced. Nippon Oil, Nikko Kyodo and Arabian Oil announced on Monday they were pulling out of the proposed deal with

Saudi Aramco and Caltex Petroleum of the US due to the slump in demand for petroleum products resulting from Japan's economic slowdown.

The joint venture would have purchased two existing refineries from Nippon Oil and Nikko Kyodo, while building a third in southern Japan.

Mr Yasushi Ebihara, managing director of Nippon Oil, said his group was keen to proceed with the project and build the new refinery "as soon as possible," but Nikko Kyodo had wanted, for economic reasons, to postpone the project.

The Saudis said the deal had fallen through over disagreements between the Japanese partners. They denied they had welcomed the cancellation for reasons of Saudi Arabia's own persistent budget deficits, or because Saudi Aramco is undergoing the considerable task of merging with Samara, the state oil refining and marketing arm.

Saudi Aramco says it was confident of having been able to finance the Japanese joint venture and had no doubts about its ability to finance another possible deal.

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US growth is back but doubts remain

By Michael Prowse
in Washington

THE QUESTION exercising the minds of US forecasters is not whether the pace of economic growth has accelerated - it undoubtedly has - but whether faster expansion will prove sustainable and whether it will put upward pressure on inflation and short-term interest rates.

The mood in the US bond market and, to a lesser extent, stock market last week was grim. The sudden wave of bond sales reflected investors' concern that faster growth would inevitably put upward pressure on prices, bringing forward the timing of a long-feared tightening of US monetary policy. But this negative reaction to recent statistics may have been hasty.

There are good reasons to believe that the pace of growth will taper off somewhat early next year and that inflation will remain subdued for at least another year.

"The market's pessimism about the inflation outlook is hard to understand," muses Mr Jack Beebe, director of research at the Federal Reserve Bank of San Francisco. He says inflationary pressures have been gradually squeezed out of the economy in the past four or five years and predicts that consumer prices will rise less than 3 per cent

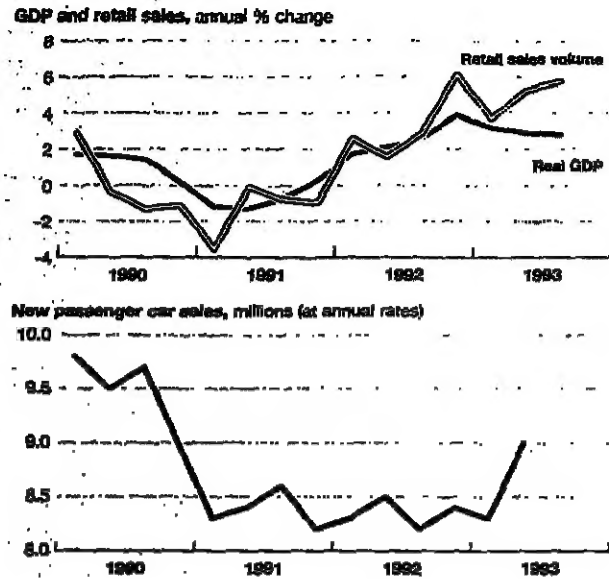
this year and by only about 2.5 per cent next year. Barring 1996, when the collapse of oil prices temporarily depressed inflation, this would be the best outcome since the mid-1980s.

Figures out this week threw frustratingly little light on underlying trends. The producer price index fell more sharply than expected last month but consumer prices registered their biggest gain for six months - and the increase could be entirely explained by higher petrol taxes. However, if Mr Beebe's optimistic forecast does prove correct, bond prices are likely to rally again, pushing yields back below 6 per cent.

Meanwhile, a short-term acceleration of economic growth is unquestionably under way. Gross domestic product grew at an annual rate of 2.8 per cent in the third quarter, excluding the negative effect of flooding in the mid-west, growth would have been about 3.5 per cent. This compares with disappointing annual rates of expansion of 0.8 per cent and 1.9 per cent respectively in the first and second quarters.

Economic statistics released in the past few weeks suggest the economy will be stronger still in the current quarter; the annual rate of growth could easily exceed 4 per cent. The

US climbs out of recession
GDP and retail sales, annual % change



Source: Datastream

sharp fall in long-term interest rates is the first half of the year appears to have given interest-rate sensitive sectors of the economy a powerful stimulus.

New home sales, for example, rose to a seven-year high last month. More new and existing homes are being sold than at any point in the Reagan boom of the 1980s, despite

adverse demographic trends. A 20 per cent vacancy rate is still holding back construction of new offices, but supermarkets are again under construction as are industrial structures.

Led by heavy purchases of computers, real business equipment investment grew at an annual rate of 9 per cent in the third quarter after double-digit

increases in preceding periods. After allowing for inflation, consumers' purchases of durable goods grew at an annual rate of 7.5 per cent. Vehicle sales soared to a four-year high last month.

Other reliable barometers of economic health are also flashing green. The Purchasing Managers' Index - a guide to the fortunes of manufacturing industry - rose more than four points last month to 53.8 per cent, the highest level since February. Payroll employment rose 177,000 in October, more than analysts expected; factory overtime hours are at an all-time high while the average length of the work week is higher than at any point since the second world war. The slight rise in jobless - from 6.7 per cent to 6.8 per cent - was, paradoxically, also a sign of strength because it reflected a big increase in the number of people actively seeking work.

The big question, of course, is whether the more rapid growth can be sustained. The recovery of the past two years has been saw-toothed with periods of robust growth followed by near stagnation, as occurred at the beginning of this year.

Nearly all forecasters agree that the economy cannot sustain growth at an annual rate of above 4 per cent. The consensus view is that growth will

fall back to an annual rate of about 3 per cent next year. But some analysts are more pessimistic.

"I'm sceptical that a faster recovery has really taken hold," says Mr Bob Giordano, chief economist at Goldman Sachs in New York. He predicts that growth will decline to an annual rate of only about 2 per cent in the first half of next year.

He points out that growth is currently being boosted by temporary factors such as a run-down in personal savings and warns that the neutral fiscal stance of the past two years will turn contractionary in the new year as tax increases in the Clinton budget begin to bite on higher-income households.

Defence cuts, corporate restructuring and weak overseas economies, meanwhile, will continue to exert a negative pull on US growth.

Optimists will reply that US productivity trends are surprisingly strong. Productivity rose at an annual rate of 3.9 per cent in the third quarter and has grown at an average annual rate of 2.3 per cent since the end of the recession, considerably faster than in the upturn of the 1980s.

This lends credence to projections by Mr Beebe and others that the cycle of disinflation is not yet complete.

Venezuela poll leader vows to scrap reform

By Joseph Mann in Caracas

THE LEADING candidate in next month's presidential elections in Venezuela, Mr Rafael Caldera, announced a policy platform yesterday that rejected market reforms introduced in Venezuela since 1988.

He also called for talks to ease the terms of the country's "oppressive and unjust" public sector foreign debt.

Mr Caldera, 77, said his "first step" as president would be to address the fiscal deficit by reducing spending in the 1994 government budget. However, this would not be achieved by firing public employees or cutting wages, he added.

The candidate, president from 1969-74, said he would raise government revenues by improved tax collection. In addition, "Those who earn more and have more will pay more taxes". A recently-introduced value added tax, which the candidate called "unfair" to consumers, would be repealed, he said.

Referring to business appeals for reforms in rules governing employees' accumulated sever-

ance pay benefits, Mr Caldera said any changes accepted by the workers would be approved by his government.

Venezuelans are scheduled to vote for a new president, National Congress and state legislatures on December 5. Mr Caldera, running as an independent with the support of 16 small political parties, has been in the lead over the last few months in most published public opinion polls.

However, political analysts say a large number of voters are still undecided, and that these votes could change the election's outcome.

In other policy areas, Mr Caldera said he would:

- Call for reforms of the constitution, including the establishment of referendums to approve leading policies and remove public officials (including the president) from office.
- Reform government, including public administration, the justice system, education, health and agriculture.
- Continue the process of decentralisation, but only if it produces greater efficiency in government.

Argentina to sign N-treaty

By John Barham
in Buenos Aires

ARGENTINA'S congress has finally ratified the 1967 Treaty banning nuclear weapons from Latin America, breaking with its previous conviction that the treaty discriminated against developing countries' nuclear programmes.

The ratification, on Wednesday night, is part of Argentina's wider, pro-western foreign policy strategy. At US insistence, it scrapped the Condor II missile project in 1991, considered a proliferation threat, and has applied to join the Missile Technology Control Regime.

Argentina and Brazil had attempted to develop independent nuclear weapon capabilities in the 1960s and 1970s, when both countries were ruled by military governments. However, technical and financial limitations aborted the programmes. They were formally scrapped with the

return to civilian rule in the early 1980s.

In November 1990 Argentina and Brazil agreed to bilateral procedures for accounting for nuclear materials and inspections of each other's installations, in addition to safeguards by the Vienna-based International Atomic Energy Agency. They agreed to ratify the treaty after its inspection clauses were modified to protect industrial secrets.

The Foreign Ministry says Argentina also plans to sign the Nuclear Non-Proliferation Treaty, which controls nuclear materials at world levels. Like the 1967 treaty, successive civilian and military governments once considered the NPT a discriminatory imposition of rich countries.

Argentina has two small nuclear power stations and a struggling civilian nuclear industry. The government plans to privatise the Atucha I and Embalse power stations as well as the Atucha II unit once construction is complete.

Deregulation helps farmers and industry

ARGENTINA'S industry and farmers emerge as the main beneficiaries of the sweeping deregulation programme the government started four years ago, says a recently-published study, writes John Barham.

The report found that the elimination of taxes, fees and red tape has saved the goods sector, principally industry and agriculture, some \$465m (\$335).

Far from suffering from the elimination of taxes, government revenues should rise slightly, by about \$322m over the next three years, due to increased economic activity.

The study, by Mr Eduardo Sguiglia of the Economy Ministry, and Mr Ricardo Delgado, an economic journalist, is the first attempt to quantify the impact of deregulation.

Deregulation began with the first emergency measures taken to halt hyperinflation in 1989, shortly after President Carlos Menem took office. The programme took on greater impetus following Mr Domingo Cavallo's appointment as economy minister in January 1991.

It is one of the main features of Mr Cavallo's policies, which include privatisation of all state companies, trade liberalisation and tax reform.

Mr Cavallo scrapped dozens of rules, regulations and statutory bodies that had grown up over the past 60 years. Excessive bureaucracy was one of the causes of Argentina's economic decline and had led to widespread corruption.

Deregulation benefited exporters, struggling with an overvalued fixed exchange rate, with a 3 per cent improvement in competitiveness.

Charges at the port of Buenos Aires, once among the most expensive and least efficient in the world, have fallen

by up to by one-quarter. Farmers, combating low commodity prices as well as the exchange rate, saw a 5-8 per cent increase in income.

Deregulation is attracting investment to industries such as mining and fishing that were once off-limits to foreign capital.

Financial markets boomed as tax and regulatory burdens were removed. Last year, corporate bond issues hit almost \$2bn - about 16 times more than in 1990, before deregulation. The insurance industry grew by half in 1991-92.

The authors recognise it is hard to tell exactly how much of this growth is due specifically to deregulation and how much is to wider economic liberalisation.

The macroeconomic impact of deregulation measured by the study appears relatively slight, in spite of its big impact on individual sectors. The \$465m transfer to the traded goods sector is equivalent to just 0.2 per cent of gross domestic product.

However, Mr Sguiglia says the effects of deregulation are only just beginning to be felt. Experience in other countries indicates it takes about six years to take full effect.

The authors warn the deregulation process is still far from complete. Argentina's competition, bankruptcy and consumer protection laws are archaic. Remaining regulatory bodies must be strengthened. Informal oligopolies are successfully resisting competition.

The report criticises the often improvised nature of the deregulation plan and poor sequencing. This forced the government to retreat in some cases, such as its attempt to limit the privileges of the pharmaceutical industry.



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Tense debate on austerity grips Beijing

By Tony Walker in Beijing

CHINA'S tense debate over curbs on an overheating economy surfaced in the official press yesterday with a spirited defence of the austerity-reform programme of Senior Vice-Premier Zhu Rongji.

Chinese newspapers featured prominently remarks by a deputy governor of the People's Bank claiming success in the austerity campaign as the Central Committee of the ruling Communist Party was due to begin discussions in Beijing of a new reform programme.

Mr Dai Xianlong, the central bank official, said bluntly: "In recent months China's financial departments have been blocking evil ways while opening correct roads." Mr Zhu and his team at the central bank, who have been presiding over a squeeze on credit in an effort to combat inflation, have been accused of stifling state enterprises, some of which are having difficulty paying workers.

Reports circulated in Beijing that Mr Zhu is in trouble politically for having pushed too hard with his economic stabilisation programme. But while there is no doubt he has offended powerful officials in the state sector and the provinces, there appears no alternative to his prescription for the economy.

This combines a squeezing of credit to "hot money" areas such as real estate with a re-direction of funds to infrastructure, combined with determined efforts to reform China's inefficient financial system.

Mr Dai's remarks seem designed to claim victory for bringing the economy under control (inflationary pressures eased slightly in September), and to offer reassurance that the central bank is sensitive to the plight of state industry.

He said that, starting in August, the central bank had eased credit restrictions. In the first 10 months of the year banks had provided Yuan 30bn

China and Russia yesterday agreed to hold regular military exchanges, Reuter reports from Beijing. But visiting Defence Minister Pavel Grachev said sensitive arms sales to Beijing must be discussed at a higher level. Deputy Prime Minister Alexander Shokhin visits China soon.

(\$3.4bn) more in loans than in the same period last year.

Mr Zhu, who also doubles as central bank governor, is certain to face sharp questioning at the Central Committee meeting over hardship caused to the state sector. The session is expected to last until the weekend, although true to tradition no details of when it would actually meet or how long it would sit have been released officially in advance.

The plenum will approve sweeping reforms in finance, taxation, trade and investment. Among important reforms is a new federal tax system designed to improve sharing of revenues between the centre and the provinces.

Mr Dai blamed lax policies earlier in the year for allowing an explosion in credit which had helped to fuel inflation. Money in circulation in June on an annualised basis had grown 54 per cent, the highest monthly rise ever. Mr Li Guizhan, the previous central bank governor, was sacked in June and replaced by Mr Zhu Rongji. Among Mr Li's patrons was Premier Li Peng, who suffered a heart attack in April, undergoing a long convalescence.

The unusual public criticism of the previous regime at the central bank indicates that the leadership has been engaged in argument about implementing Mr Zhu's austerity package. He announced a 16-point plan in July to combat inflation and bring order to China's chaotic finances. Pressure was exerted on faltering state industries by squeezing credit.

Leading Indian industrialists call for reforms

By Stefan Wagstyl in New Delhi

LEADING Indian industrialists have appealed to the government for measures to help them raise capital for their listed companies without over-diluting the founding families' shareholdings.

Eight entrepreneurs, the heads of some of India's largest companies, presented their demands on Wednesday in a report to Mr Manmohan Singh, the finance minister. Their proposals include permission for companies to issue non-voting shares and to buy stock at large discounts to stock market prices as well as changes in tax laws.

The appeal follows a month of meetings of conservatively-inclined industrialists at which concerns were raised about parts of the government's economic liberalisation programme. The businessmen, dubbed the Bombay Club after their first meeting in Bombay, have been accused of wanting a slowdown in reform and protection against foreign competition.

The entrepreneurs themselves deny this and say they support the pace and direction of liberalisation. The members of the Bombay Club include Mr Hari Shankar Singhania, chair-

man of the Delhi-based JK Organisation, and Mr LM Thapar, chairman of Ballarpur Industries, a top papermaker.

Their chief concern is that the state-owned financial institutions which dominate the Indian stock market have permitted multinationals to raise their stakes in Indian affiliates from 40 per cent to 51 per cent by issuing stock at discounts of up to 90 per cent. Institutions have indicated they would not permit Indian companies to make similar cut-price issues.

The report to the finance minister also proposes permission for shareholders to pledge stock as security for bank loans, easing limits on corporate borrowing and permission to issue non-voting stock.

Foreign companies have secured government approval for direct investments worth Rs61.1bn (£1.3bn) in the first nine months of 1993, compared with Rs5.3bn in 1991 and Rs38.9bn last year.

The government said this was an unprecedented response to the new industrial policy from foreign investors, who had now pledged Rs104.1bn since reforms started in mid-1991. More than 90 per cent of the capital was intended for priority sectors such as power and oil refining or high-technology projects.

The announcement provided

Odd man out spurns Apec's US "party"

Malaysia's Dr Mahathir plans to stay away from Seattle next week, writes Kieran Cooke

Dr Mahathir Mohamad, Malaysia's prime minister, is not afraid of being the odd man out.

Next week, representatives of 15 nations in the Asia Pacific meet in Seattle under the auspices of the Asia Pacific Economic Co-operation forum (Apec).

After a preliminary ministerial meeting, President Bill Clinton, as host, is due to hold an informal summit with other leaders. With several prime ministers and presidents in attendance, plus 2,000 of the world's media, get together will be the highest level confab ever held in the region.

But Dr Mahathir will not be there. The US, says Dr Mahathir, is trying to hijack Apec and set an agenda for the world's media, get together will be the highest level confab ever held in the region.

Dr Mahathir will not be there. The US, says Dr Mahathir, is trying to hijack Apec and set an agenda for the world's media, get together will be the highest level confab ever held in the region.

Double economic boost for South Africa

By Philip Gawth in Johannesburg

SOUTH AFRICA yesterday received a double economic boost with the release of third-quarter GDP figures showing quarter-on-quarter growth of 8.3 per cent and the production price index for September falling to 5.5 per cent, the lowest level since January 1972.

Economists said yesterday that the country's four-year recession had probably ended in the middle of the year with the third-quarter GDP figures following growth rates of 1.5 per cent and 5.5 per cent respectively in the previous two quarters.

Mr Dave Mohr, chief economist at the Old Mutual, South Africa's largest life office, joked: "We're combining Asian growth rates with G-7 inflation."

The GDP figures were better than expected, though recent figures on retail sales, manufacturing production and car sales had hinted at an upturn. Most companies that have reported recently say they expect little meaningful growth before the second half of next year.

As with the previous two quarters, most growth sprang from an improvement in agricultural production which grew at an annualised rate of 196 per cent. One feature was the 3 per cent annualised increase in non-farm GDP. Mr Mohr said it was the first time since 1988 that the economy had gone for three quarters without major negative growth on the non-farm side. Manufacturing growth was 5.5 per cent.

The recovery remains fragile, with the Central Statistical Service (CSS) pointing out yesterday that the average level of the total seasonally adjusted real GDP for the first nine months of 1993 was 0.4 per cent below the equivalent figure a year ago, an indication of the low base from which these quarterly growth rates were achieved.

Mr Mohr said the inflation figure confirmed that inflation was probably lower than originally thought and economists were revising their forecasts downward. This view was supported by last month's cut in interest rates. Consumer inflation was likely to average about 9.5 per cent in 1993 and would be lower in 1994.

decided to have a summit and everyone is supposed to go along."

Apec was formed in 1989. Initially, membership comprised the six countries of Asean, the US, Canada, Japan, South Korea, Australia and New Zealand. In 1991, the "three Chinas" joined - China, Hong Kong and Taiwan, which is referred to as Chinese Taipei.

Dr Mahathir says Apec should remain a loose grouping principally concerned with helping the development of the Asia Pacific's weaker economies. Dr Mahathir, who has increasingly taken on the role of spokesman of the world's smaller nations, says Apec should include all countries on the Pacific rim, including Chile, Ecuador and Peru.

Apec, says Dr Mahathir, should not be turned into a trade bloc, a free trade area or an economic community like the EU, serving the interests of the economically strong countries involved. Yet, according to Malaysia, this is precisely what is happening.

"It [Apec] looks like some kind of a foreign guided jamboree with an imperialistic odour which may be politically exclusive," says Mr Ghazali Shafie, a former Malaysian foreign minister.

There is some support for Malaysia's views. The Asean countries do not want their organisation to be overwhelmed by any new Apec structure, though some, such as Singapore, are fervent Apec supporters.

Washington has denied any plan to turn Apec into a formal trade group, but Asean and other countries in the region are concerned that the US might try to use the threat of more concerted Apec action to force the pace of Gatt negotiations and win trade concessions from Europe.

Washington has emphasised the growth in trade taking place in the Asia Pacific region.

In 1991, our two-way trade across the Pacific exceeded \$310bn (£205bn), says Mr Paul Wolfowitz, a former US under

secretary of defence. "That's one third larger than our trade with Europe. The US exports more to Malaysia than to the countries of the former Soviet Union; more to Indonesia than to eastern Europe and more to Singapore than to Spain or Italy."

While east Asia has benefited considerably from this growth in trade, it does not want Apec to be seen as any sort of alternative to Gatt.

"The last thing we want is to become a bargaining chip between the US and Europe," said one Asean official.

Malaysia has been pushing for the formation of an East Asian Economic Caucus (EAEC) to counter what it sees as the emergence of trade blocs like the EU and Nafta.

This, in many ways, would run counter to Apec, grouping Asean countries and the economies of north-east Asia including Japan and China, but excluding the US and Canada, into a grouping one commentator referred to as a "caucus without the Caucasians".



Mahathir: not to be guided

The EAEC was first suggested by Dr Mahathir in mid-1991 and has since become a central part of Malaysia's foreign and trade policy.

Dr Mahathir was personally offended when Mr James Baker, the former US secretary of state, dismissed the idea of an EAEC, saying it would "draw a line down the Pacific" with the US on one side, and

Japan and the other Asian economies on the other.

While Malaysia has succeeded in placing the EAEC on the Asean agenda, the idea has only so far had a lukewarm response from countries in the region. Apec is still considering whether the EAEC should form an integral part of the organisation.

Japan has so far been non-committal on one hand Tokyo wants to safeguard its estimated \$35bn investments in the Asean economies, but on the other it does not want to upset its already delicate trading relations with the US.

Dr Mahathir shows no sign of giving up on the EAEC. Mrs Rafidah Aziz, Malaysia's outgoing and fiery minister of trade, will be in Seattle pushing Dr Mahathir's views.

Apec will go ahead without the Malaysian prime minister. But Dr Mahathir has made it clear he will continue to be critical - and continue with his rival scheme for a grouping of east Asia's dynamic economies.

Protests in Lagos at 700% petrol price rise

By Paul Adams in Lagos

THOUSANDS of demonstrators took to the streets of Lagos and halted traffic on the city's main road in protest against a 700 per cent increase in the petrol price, introduced on Monday by the country's military-backed interim government.

The decision is likely to prove a critical test of the authority of Chief Ernest Shonekan, Nigeria's civilian head of state. Removing the petrol subsidy is an essential part of government efforts to revive a lapsed structural adjustment programme, and pave the way to an agreement with the International Monetary Fund and rescheduling of the country's external debt of more than \$30bn.

But the highly unpopular move could well upset Nigeria's fragile stability and lead to an upsurge in opposition, particularly in Lagos and the south west stronghold of Chief Moshood Abiola, winner of last June's aborted presidential poll.

Speaking in the capital Abuja yesterday, Mr Shonekan made clear his determination to press ahead with economic reforms, and stressed the need to cut government spending and reduce the budget deficit.

"Despite political and legal obstacles, we will still go along to carry out the mandate," he said. "The interim government may be a child of circumstance, but it is high time we came to terms with the reality of our circumstances."

However the fuel price increase looks likely to provoke a further damaging confrontation with the trade unions, which brought Lagos to a halt earlier this year in protest at the cancellation of the presidential poll and the extension of military rule until fresh elections promised for February next year.

Yesterday the Nigerian Labour Congress warned that it would call for a strike on Monday unless the price increase was rescinded.

Demonstrators were also celebrating a ruling on Wednesday by the Lagos High Court that the former military leader, Gen Ibrahim Babangida, had appointed Mr Shonekan as head of state hours after the general had himself resigned, making the appointment technically illegal.



AUSTRALIA REMEMBERS. An unknown Australian soldier killed on Europe's World War I Western Front is interred in the Hall of Memory, Canberra, yesterday. The body was exhumed from a war cemetery in Northern France and returned home last weekend.

Australia jobless rate jumps to 11.2%

By Nikki Tait in Sydney

THE Australian jobless rate jumped to 11.2 per cent last month despite a strong rise in total employment, official figures released yesterday show.

This is the highest level since December 1992 and the jump is certain to step up pressure on the federal government to address Australia's long-term unemployment problem.

The figures showed that the seasonally-adjusted jobless rate had risen from 10.9 per cent in September. This increase came despite a strong rise in total employment in October, which most analysts interpreted as a sign the economy is strengthening. Some 32,200 jobs were added.

However, job-seekers entered or returned to the labour force in even

greater numbers, and the total number of unemployed people rose to 982,000. On a regional basis, unemployment rates were either steady or higher in most states.

Western Australia was the one exception, posting a decline to 9 per cent.

"It's about time the prime minister made unemployment his number one priority," Mr Michael Woolridge, Liberal deputy leader, said.

Jordanian delegation in Israel for secret peace negotiations

By Julian Ozzane in Jerusalem

A SEVEN-MAN Jordanian economic delegation is reportedly holding secret talks in Jerusalem with government officials and Israeli businessmen to iron out details of a secret Israeli-Jordanian peace agreement which focuses on economic co-operation between the two states.

According to the newspaper Maariv, the delegation is being led by the businessman who has the concession to operate Jordan's Aqaba port and includes representatives from Jordan's two leading banks, financial advisers and experts on sea and land transport. The delegation, which crossed the

Allenby bridge into Israel on Wednesday, will also visit Israel's port at Eilat.

The arrival of the delegation follows statements by Israeli government ministers and officials that an agreement has already been negotiated and initiated during secret talks between Mr Shimon Peres, Israel's foreign minister, and King Hussein and Crown Prince Hassan of Jordan in Amman last week.

Foreign Ministry officials have refused to deny or confirm the meetings but have said they only expect the agreement to be signed early next year. Israel radio reported yesterday that King Hussein had asked Israel and the

United States to "put an end to the media festival" surrounding the secret deal.

In return for signing, Jordan will apparently received relief from the US on its \$6.5bn (\$4.3bn) external debt beginning with \$380m of military debt.

Mr Yitzhak Rabin, Israeli prime minister, who is visiting Washington for talks with President Bill Clinton and the US Congress will press American leaders to help with Jordan's indebtedness and to arrange a possible signing ceremony in Washington. King Hussein is expected to visit Washington within weeks.

Under the Israeli-Jordanian agreement the two countries

will open their borders, establish full diplomatic relations and start a series of joint projects in tourism, transport and energy. Disputed Israeli-held land around the Dead Sea and Arava desert will be formally handed to Jordan but leased back to Israel for long-term at a nominal price.

In anticipation of a signing Israel disclosed yesterday that it was already planning air and road links to Jordan. Israel's Arkia airline said it was ready to fly to Amman within 24 hours of being allowed to do so. The director of Israel's national public works said plans for a \$100m 60km highway linking Jerusalem to Amman were also complete.

Pakistan secures \$1.5bn in World Bank and IMF loans

By Farhan Bokhari in Islamabad

THE Pakistan government said yesterday it had finalised agreements to secure new loans worth \$1.5bn (£1.02bn) from the IMF and the World Bank over the next three years. The boards of both institutions and the Pakistani cabinet still need formally to ratify the deals but the formal announcement is expected early next year.

Mr VA Jaffery, the prime minister's adviser on finance and de facto finance minister, told journalists, an agreement had been reached to provide "assistance under the

Enhanced Structural Adjustment Facility (ESAF) and the Extended Finance Facility (EFF) from the IMF, and PSAL (Public Sector Adjustment Loan) from the Bank".

He said that the government expected to achieve a gross domestic product growth rate of at least 6.5 per cent a year, reduce inflation to 5 per cent and strengthen its international reserves significantly over the next three years.

It must also reduce the burden of domestic and foreign debt. Foreign debt rose to \$23bn - \$18.5bn last term and \$4.5bn short term - at the end of June 1993.

The announcement provided

fresh signs that many reforms introduced by Mr Moen Qureshi, the former prime minister, will remain on track. Mr Jaffery said the government had committed itself to continue with measures to improve tax collection, reduce tariffs, privatise state enterprises and deregulate the economy.

In response to questions on whether the inflation reduction target was a realistic one, Mr Jaffery said: "It is not an impossible target to achieve", adding that the government had three years to do so.

However, some officials privately expressed concern over the viability of such a commitment.

Israel-Syria outline peace pact 'likely soon'

By Roger Matthews and Mark Nicholson in Cairo

EGYPT believes an outline peace agreement between Israel and Syria is achievable by the end of this year.

President Hosni Mubarak, Mr Amr Moussa, foreign minister, and Dr Osama el Baz, the president's top political adviser, have been encouraged by recent meetings with Syrian and Israeli leaders and now hope their unofficial date for a breakthrough can be met.

Mr Moussa said in an interview with the Financial Times that the progress in the negotiations between Israel and the Palestine Liberation Organisation meant the issues separating Israel and Syria could be addressed with more urgency.

"We are making progress

although I would not yet say that a deal is close. We have set a target date for the end of this year for the signing of a document on which both sides can agree," Mr Moussa said. He rejected the contention by Prime Minister Yitzhak Rabin of Israel that more time was needed for Israeli public opinion to take in the contents of the deal with the PLO.

"We believe a good deal between Israel and Syria could be absorbed and would be digestible. Our task is to get a good deal acceptable to public opinion on both sides. We are talking about a matter of months before all tracks are on the road to agreement."

He declined to say how the breakthrough might occur, and conceded Syria retained some suspicion over Israel's inten-

tions, but said: "There is always the track in Washington, but there is more than one way to do something like this". He refused to elaborate if this meant that other meetings were taking place or planned.

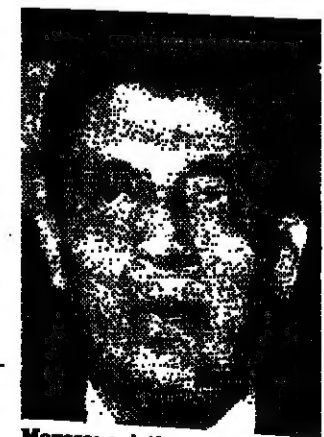
But he stressed it was critical for Israel and the PLO to meet the December 13 target date for the start of an Israeli troop withdrawal from the Gaza strip and the West Bank town of Jericho; he believed they would meet the deadline.

Mr Moussa, who helped broker the resumption of these talks in Cairo last week, said they are now proceeding "in a fine way, in a good way". The PLO-Israeli discussions continue in the Egyptian town of Taba on Monday.

"It is vital that Taba succeeds. It is the cornerstone for

all other developments. It is the litmus test. They have no other option but to reach agreement." He expressed confidence in the "tactical prowess" of Mr Yasser Arafat, the PLO leader, even if it only appeared "at the eleventh hour. This man understands the meaning of the documents that have been signed. He understands very well the requirements of the moment."

The essence of an Israeli-Syria deal was clear. "It has to be a full and total Israeli withdrawal from the Golan Heights and a full peace. Neither party would accept less than is in the Israel-Egypt agreement". The Israeli withdrawal could be phased, but "the phasing should be reasonable; we can't talk about five years or so, it must be a matter of months."



Moussa: quietly confident

He also warned Israel against attempting to exercise any form of economic domination over the West Bank and Gaza.

Asil Nadir lodges bribery allegation

By John Murray Brown
in Ankara

MR MICHAEL JORDAN, administrator to Polly Peck International, the collapsed fruit to electronics group, yesterday appeared before the Istanbul public prosecutor's office to answer questions relating to allegations of bribery by Mr Asil Nadir, PFI's former chairman.

Mr Jordan and Mr David Kidd of Coopers and Lybrand, the UK auditors, were visited

by police in their hotel room in the Ciragan Palas Hotel late on Wednesday night.

Police took their passports and they were requested to appear the following morning, when they were questioned for 3 hours.

The prosecutor's move follows a complaint lodged by Mr Nadir's lawyer connected with the continuing dispute over ownership of A.N. Graphics, an Istanbul printing concern claimed by the administrators. Sources confirm the company

was transferred to Mr Nadir for "all consideration," just 3 days before the courts appointed the administrators in October 1990.

The bribery allegations relate to an internal memo, a copy of which Mr Nadir released yesterday. The administrators concede that the memo deployed what one official called "loose wording," including reference to the need for bribes to the customs to release a disputed piece of printing equipment belonging to A.N. Graphics.

On Wednesday, Ali Riza Gorgun, Mr Nadir's lawyer in North Cyprus said the Turkish prosecutor had issued a warrant for the arrest of all three administrators: Mr Jordan, Mr Richard Stone and Mr Christopher Morris.

However a spokesman for Mr Jordan said he had visited the police "voluntarily". Mr Jordan was due back in London last night.

The incident forced Mr Jordan to cancel a trip to northern Cyprus to attend court hearings in Nicosia today on the

injunctions over the various PFI companies on the island. The hearing was cancelled.

This is a minor attempt to put a spanner in the works in an effort to forcibly postpone Mr Jordan's visit to Cyprus," said an official.

However it marks the latest tactic adopted by Mr Nadir in his attempts to block the administrators access to Polly Peck companies. Mr Nadir jumped bail in May fleeing the UK where he faces charges of theft and false accounting.

Britain in brief



Most take early option on retirement

The vast majority of workers begin drawing pension benefits well before they reach their official retirement ages of 60 or 65, according to a survey of leading UK pension schemes.

The survey, conducted by Incomes Data Services, the employment issues research service, found that over eight out of every 10 employees retired before reaching the "normal" pension age as defined by their scheme rules. Overall, two-thirds of recently retiring members went before the age of 60.

The findings have great significance for the government's policy on State pensions. It is considering raising the age at which women may begin receiving State pensions to 65 from 60 equal to that required for men. The survey noted that for schemes which do allow men to retire at age 60, there is a higher degree of "late" retirement since men have an incentive to keep working until their State pensions become available for income as well.

Ford pay talks in deadlock

Pay talks at Ford of Britain look set for deadlock last night after six hours of talks between the company and its unions. A small improvement was expected on the original

offer of 1.8 per cent this year and 2.5 per cent next. Ford told the unions last month that it had lost more than £1m a day in Britain since 1990 and was expecting a further sharp fall in vehicle production this year as a result of economic weakness in Europe.

Warning over Lloyd's

Lloyd's of London may attempt to "bounce" loss-making Names into accepting an out-of-court settlement to legal disputes at the insurance market, the chairman of the biggest action group of loss makers warned. Mr Michael Deeny told the Gooda Walker Action Group's annual meeting that Names would soon "receive a barrage of mail warning you that this is the last offer of a settlement."

Too fat to fit

A 22-stone Liverpoolian fitter has been suspended from his job for being obese. The fitter, employed by NEL Clark Chapman in the Liverpool docks, has been sent home on full pay and told he can resume work when he loses two stone.

EDS-Scicon buys unit

EDS-Scicon, the information technology subsidiary of General Motors of the US, is to buy the organisation that provides computer services to the Department of Transport and its executive agencies.

It was chosen from a shortlist of bidders that included Computing Sciences Corporation of the US and a consortium combining DVOIT managers and IBM of the US. DVOIT, based in Swansea, was formerly the drivers,

vehicle and operators information technology arm of the Driver and Vehicle Licensing Agency, which remains its largest customer.

It became a separate executive agency just over a year ago, with an annual turnover of about £28m and about 480 employees. It is the first agency to be privatised.

Offer clears distributors

Electricity distributors in England and Wales were cleared of anti-competitive behaviour in the high street electrical goods market.

But the twin rulings by the Office of Fair Trading and the Office of the Electricity Regulator, included a disclosure that the 12 regional electricity companies (RECs) had lost a combined £105m in that market over the three years since privatisation. Oxfords, the electrical retailer which brought the complaint that triggered yesterday's rulings, said it felt its complaint was vindicated by these figures, even though the charge of anti-competitive behaviour was not upheld.

John Brown contracts

John Brown Engineering announced contracts totalling £150m for power station equipment in both Oman and Britain. The Trafalgar House subsidiary is to extend and modify a power station and water distilling plant at Ghubrah in Oman by adding a 250MW gas turbine plant.

Collector forks out on spoon

A 600-year-old spoon found in the thatch of a Devon farmhouse was lapped up by a private collector for £27,600.

Saville Row cuts a global figure

By Daniel Green

GENTLEMEN need no longer go to London's Savile Row to buy a £2,000 suit. Savile Row will go to them.

Britain's top gentleman's outfitters are travelling the world to find customers. Sales by Savile Row tailors on trips overseas account for about 70 per cent of turnover - two years ago they were less than half, according to the Federation of Merchant Tailors.

The itinerants have been trying to shake off the fall in the number of international aircraft passengers after the Gulf War, and the recession.

"I used to spend six weeks a year overseas, now it is more like three months," says Mr Peter Ferguson-Smith, the Federation's president and managing director of tailors Kilgour, French and Stanbury.

He flies between Abu Dhabi, Frankfurt and Beverly Hills in the struggle to drum up sales of suits. Prices start at £1,490 and options include a special cut to disguise the bulge of a revolver.

Mr Angus Cundey of tailor Henry Poole says: "On Monday I am piling my cloth samples into the Volvo and driving to Paris. I'll be seeing Mr Balladur (the French prime minister) and about 60 other people next week."

If the trip is too far for his car, Mr Cundey will get a trunk of samples delivered to his hotel room, which becomes a shop for the duration of his stay.

The phenomenon of the travelling Savile Row tailor is not new. In 1851, Henry Poole went to Paris to measure up Napoleon III for a suit. Until 1940 the company had branches in Vienna and Berlin and the post war years saw the popularity of Savile Row among rich Americans.

All that has changed. "Fewer businessmen are coming to London," Mr Cundey says. "French businessmen are coming far less frequently. That goes for all the Europeans. They fly in and fly out and they don't have time to see their tailor."



Seventy-five years after the Armistice which ended the First World War, hundreds of old soldiers like the Chelsea pensioners pictured above, gathered for a solemn service of remembrance at Westminster Abbey in London. The 2,000-strong congregation and hundreds outside stood in silence as the chimes of Big Ben echoed to mark the 11th hour of the 11th day of the 11th month. After the service the Queen Mother, who was 18 when the Great War ended, placed a cross in the Field of Remembrance outside the Abbey

EU rules clash may alter code

By John Authers

A CLASH between two European directives could force a revision of UK government policy on compulsory competitive tendering by local authorities.

Many UK authorities now advertise contracts on the basis that Transfer of Undertakings (Protection of Employment) regulations of 1981, known as TUPE, will apply.

These effectively require any bidder to maintain the same workforce on the same wages and conditions of service.

However, the European Commission believes that this might clash with the procurement directive, introduced as part of the implementation of the European "single market", which forbids authorities from forcing bidders to use local labour forces.

The Commission raised the issue, according to the Local

Government Chronicle, the specialist journal, after it saw an advertisement published in the Official Journal of the European Communities by Croydon borough council tendering its financial services work.

This made it a prior condition that the council's existing staff would be transferred to the bidder. Croydon confirmed that the commission had queried the advertisement.

Mr Cliff Davis-Coleman, of Clause 26, a lobby group for contractors, said the commission's stance could sweep away the serious obstacle which TUPE poses to private contractors.

"If the commission insists that this is indeed a local labour clause then the environment department will have to amend its advice for the Next Steps initiative and for compulsory competitive tendering," said Mr Davis-Coleman.

PRIVATISATION

"Bienvenue" to the world of Rhône-Poulenc

The Republic of France intends, if market conditions permit, to dispose of approximately 88.1 million ordinary shares "A" of Rhône-Poulenc (the "Shares") within the next few weeks and no later than 28 January, 1994 by way of a combined offer.

The combined offer will consist of:

- an *Offre Publique de Vente* in France of approximately 47,600,000 Shares underwritten by a syndicate of banks led by Société Générale, Banque Indosuez and Crédit Lyonnais;
- a global international offer of approximately 31,700,000 Shares underwritten by a syndicate of banks led by Banque Indosuez and Société Générale, consisting itself of offers being made to institutional investors and other entities in France and to investors in the United States (in the form of Shares or American Depositary Shares representing Shares), in Japan and in certain other countries; and
- an offer of approximately 8.8 million Shares on preferential terms to employees of Rhône-Poulenc and its affiliates in which Rhône-Poulenc holds, directly or indirectly, a majority interest.

Rhône-Poulenc's Shares are listed on the Paris Bourse and quoted on SEAQ International in London. Rhône-Poulenc's American Depositary Shares are listed on the New York Stock Exchange.

The global international offer will be made by way of a book building procedure. The price per Share applicable to the global international offer will be determined following the book building exercise. The price will be no less than the price applicable to the *Offre Publique de Vente* in France.

RHÔNE-POULENC

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The new, improved Monday FT. Starts Mon. November 22.

The Monday FT is changing. Starting soon it will incorporate a host of new features to give you a clearer view of the week to come.

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There will be regular articles looking at what the future holds for well known companies and individuals. You'll also find a comprehensive diary of the week's business and social events. (Those you want to know. And those you need to know.)

So you could just find you're still using it on Tuesday. And Wednesday. And Thursday. And Friday. And...

The new Monday FT.

FT. Because business is never black and white.

MANAGEMENT

Inward focus on total quality

The effect on bottom-line financial performance of total quality programmes in the UK has been shown to be pretty mixed. Much recent academic research has therefore been devoted to finding out why.

A survey of TQM in Scotland carried out by Durham University Business School has concluded that the focus of quality in companies is too often inward looking. For example, while 70 per cent of the 850 organisations which replied have marketing departments, less than a third use them to develop, implement or assess the effects of their quality programmes.

"Quality without the person who experiences the product, the real customer, is like a car without a driver - it just won't go", is how Barry Wither of the school's Centre for Quality and Organisational Change puts it. Bradford University Management Centre, meanwhile, has come up with a different angle by studying the annual reports of the top 100 European companies and a randomly selected sample of 100 UK businesses.

It found that very few provide relevant information about their mission statements, TQM approach, future intentions or true business performance.

Among those to be commended are Cadbury Schweppes, NCC, RTZ, Thorn EMI, Forte and WH Smith. The report recommends that companies "stop believing in the myth that TQM is only a technique of relevance to the business units and with no corporate value to it". Business unit performance will improve with "visible support and commitment from the holding or parent company", while better head office understanding of units' capabilities will lead to more realistic targets.

The adoption of total quality management in Scotland, DUBS, Hill Hill Lane, Durham City DH1 3LB. Tel: 091 374-3211.

The power of corporate reporting in conveying company mission and total quality achievement. University of Bradford, West Yorkshire BD9 4JL. Tel: 0274 733462.

TD

To comprehend the computer industry, it was once essential to understand International Business Machines, hardware manufacturer par excellence and industry leader for three decades.

Today, with IBM fighting red ink and loss of market share, the model is Microsoft, the aggressive young pretender to IBM's crown. Creator of MS/Dos and Windows, the operating systems which control more than 90 per cent of the world's personal computers, the company has begun to influence others in a way reminiscent of its older rival.

Microsoft, however, is living in a changed world and the management and strategic challenges are correspondingly different. While IBM wanted total control of its customer, Microsoft is increasingly focusing on what it believes it does best: designing and producing quality software. As Steve Ballmer, responsible for the company's sales and marketing activities, points out: "We cannot do everything. As a result, to reach large businesses we will have to forge relationships with new business partners - not just the distributors we have always dealt with, but companies developing specific software solutions to their customers' problems."

Microsoft's management philosophy, explains Ballmer, is "ultimately conservative". Much of this is rooted in the personality of Bill Gates, Microsoft's 38-year-old co-founder, chairman and chief executive, whose parsimony and competitiveness are equally notorious. But Ballmer, a 37-year-old college friend of Gates and effectively Microsoft's joint number two, is clearly a thoughtful and assertive influence.

"When I started [in 1980], Microsoft had 30 people. When I had been there two months, I told Bill I thought we ought to hire 17 more people. He said: 'I think we are going to go bankrupt if I keep you here. I'm not sure this is going to work out.'"

Ballmer stayed and Microsoft did not go bankrupt. The success of its operating systems on IBM-style PCs, its computer languages and applications programs turned it into the world's most successful packaged software supplier. Last year it had sales of \$3.7bn (£2.6bn), up 36 per cent on the year before and net income of \$953m.

The changing marketplace will test both its adaptability and technical expertise. Microsoft has proved itself the king of the electronic desktop, providing operating systems, word processors and spreadsheets for people using standard personal computers. But as large companies seek to link their computers together and establish enterprise-wide information networks, how will the company react? Windows NT, Microsoft's latest

Bill Gates' number two talks to Alan Cane and Tim Dickson about the future of the computer industry

Microsoft's loud mouse



Steve Ballmer: his culture reflects a nervous, paranoid concern to stay ahead

operating system, is the company's technological answer, but Microsoft, as Ballmer readily agrees, has less experience of corporate data processing than, for example, IBM or Unisys.

Ballmer says Microsoft has more experience than many people realise, but adds: "I am not convinced that IBM or Unisys - where one company supplied hardware, software and services - is the model for the 1990s. In our model we focus on what we do best, which is to build software products. Others build hardware, deliver services and design custom developments."

"We have to mobilise an infrastructure around our products or people will not design them into their systems. We have to explain that model to our corporate customers.

We are not going to be a cradle-to-grave supplier. If people want a company to integrate their hardware or write a custom application, that company is not going to be us."

Can Microsoft, however, continue to dominate the software business and avoid "doing an IBM"? As Ballmer tells it - his style is engagingly direct, the decision count unusually high - the company can hardly be accused of complacency.

He describes a culture which reflects a nervous, almost paranoid concern with staying ahead. "We are certainly paranoid enough about the potential to fail that we are looking very hard for the pot-holes in the road."

Having Gates around evidently helps. "Bill is good at saying: 'I don't care how good things seem to

most people. I see deep problems," explains Ballmer.

Conscious of the technological obsolescence pitfall into which IBM stumbled, Microsoft has one senior employee (Nathan Mirvald, vice-president of advanced technology) constantly scanning the horizon for new business threats.

Ballmer distinguishes three phases in the company's development. The first was characterised by a focus on technology and on business ("before you hire anyone or do anything, get a customer"), but there was little management vision. "Bill had all these envelopes with all the contracts written down and everybody in the company and their salaries and he was doing these calculations over and over to make sure there was enough of this to cover that," Ballmer recalls.

In the second phase, Jon Shirley of Tandy Corporation was hired to inject some business sense into a technologically aggressive company which was being strangled by tight purse strings. "Jon helped us grow the management structure that enabled us to do the investing that I wanted and that Paul Allen, Microsoft's co-founder, wanted. It was what Bill wanted to do as well but he did not have the confidence."

Shirley has since retired, although he keeps in close contact with the company. A replacement did not work out and the company established an "office of the president" last year to support Gates. It comprised Ballmer as head of sales, Mike Maples, head of the products group, and the late Frank Gaudette, who had been chief financial officer.

The challenge now, Ballmer says, is how best to present a unified approach to its customers, while allowing the separate divisions considerable autonomy. "We spend a lot of time pushing ourselves. How do we become a global company? How do we measure the effectiveness of a sales operation when we are working with partners? If there is a price war you don't want to be the guy caught with higher overheads and processing costs than others because you've been sloppy."

Microsoft's success has made a lot of its employees potentially very rich through share options and that has helped to maintain the youthful aggression of the culture. "Any senior executive at Microsoft can retire if they want to. The nice thing about having people make money is that they don't stick around unless they want to," Ballmer says. "They stick around because they want to work hard and are excited about what we are doing. It is a nice filtering process."

He and Gates, he says, are good for at least another 10 years. "We don't work as hard as we used to, but we still work very hard and we love it."

Advice one can take to heart

Carol Cooper looks at a new guide to executive health



HEALTH CHECK

everything had for you these days? Faced with confusion and tight schedules, it is little wonder executives are apt to throw their hands up in self-defeat, go for another three-course lunch and carry on exactly as before.

The dietary fat theory - that lowering cholesterol levels is associated with an excess of violent deaths - received a stinging knock when it was mooted a few years ago. There are various reasons why results of such studies could be a statistical quirk. Nonetheless, they gave some people the idea that most health interventions were in vain, since whatever might be gained on the swings would be promptly lost on the roundabouts.

This is not so and precise authoritative advice is needed. The 12-Week Executive Health Plan by David Ashton concentrates on the prevention of coronary heart disease and some of the common cancers and gets down to specifics.

Its approach involves a numerical self-appraisal of health risk, which executives will find more compelling than vague unquantified exhortations to lose weight, eat better and take more exercise. As a cardiologist, Ashton has worked for more than five years with this type of health risk appraisal (HRA), which incorporates blood pressure, smoking, drinking, diet, stress and exercise (or lack of it).

Companies which provide medicals are already asking similar questions, so some staff may be familiar with the concept. However, they are not always motivated to heed the warnings they receive from employers.

Cholesterol is one of the variables taken into account in the calculation, since it is an independent risk factor, as was realised about 30 years ago.

Recent studies show that lowering cholesterol can improve blood flow in the coronary arteries, at least in men. Data on coronary artery disease in women are scanty, though there is no reason to think that the effects should be different.

As this book explains, however, it is naive to believe that a raised cholesterol level is in itself a cause of heart disease. Cholesterol exists in two forms: LDL which is harmful and HDL which is beneficial. It is a little-known fact that some cholesterol is essential to life.

There is also a popular misconception about the role of diet. It is saturated fat, rather than cholesterol which raises blood cholesterol, hence a cholesterol-lowering diet is not the same as a low-cholesterol diet.

It will not always be easy to have business lunches and eat healthily, but it is feasible to follow most of the advice in the book; despite its title, this is not a detailed scheme of how to spend the next 12 weeks down to the last Kravitz, but an explanation of scientific principles which are not, alas, always obvious from what is reported in the press.

There are plenty of data aimed at intelligent readers who ask questions and want to be able to act on the answers. The HRA score should change for the better within a mere 12 weeks of doing the right things. As Ashton puts it: "You can train for a marathon in 12 weeks."

The best news of all is that you do not have to. Exercising seven times a week is not significantly better for the heart than a brisk walk three or four times a week.

Within the pages of this book, there are more snippets of good news. Smoking, for example, and, certainly, the sedentary lifestyle, may help prevent cancer and heart disease and the fact that giving up smoking produces benefits for the heart within hours of stopping. To some extent one can, after all, make one's own luck.

The author is a London general practitioner.

"The 12-Week Executive Health Plan, by David Ashton. Published by Egon Page, £3.95."

PEOPLE

Caradon seeks finance director in wake of Pillar acquisition

Caradon, the building materials group, has moved quickly to reorganise its management structure following its acquisition of the Pillar group of businesses from RTZ. The purchase, for £200m, was announced in August and completed late last month.

As a result of the changes, the group is looking for a new finance director who will become the fifth executive director on the board. Peter Jansen, chief executive, said the group had already started the search.

Caradon had found good

operational management in the Pillar businesses, he says. However, most of Pillar's head office people will stay with RTZ.

Jansen said under the new structure the group's larger businesses would report directly to one of three main board directors to keep communication lines short, while smaller companies will be clustered. The three areas will each have an executive committee chaired by the director in charge.

Daniel Cohen, currently finance director and managing

director of bathrooms and some building products, will be in charge of all the group's European building products businesses. He will give up the finance function when a new person is appointed.

Peter Hewitt will pass his responsibility for heating products and double glazing to Cohen, but take charge of all the engineering, automotive and distribution activities.

Tim Walker, who currently runs the group's US security printing business, will be responsible for all the group's north American activities.

ABB promotes David Denton

David Denton, managing director of ABB Industry, is to become managing director of ABB Industrial Systems, a new company to be formed as part of a restructuring of Asea Brown Boveri's UK operations.

Denton will take on his new role on January 1, and John Trostheim, managing director of the UK company ABB Process Automation, will become president of Ohio-based ABB Industrial Systems.

The new UK company will take over all the activities of ABB Process Automation and ABB Industry, along with the superchargers and district heating activities of ABB Power. Its formation follows ABB's recent announcement of worldwide changes to provide a better customer focus.

■ Damien Barte, formerly associate director of finance at Ipsos, has been appointed finance director of ALLIED LEISURE.

■ Marc Dufour, formerly vice-president personnel with Abbott International in Illinois, has been appointed group personnel director of NORTH WEST WATER.

■ Douglas Sinclair, group finance director of FITTENCROFT, has been appointed chief financial officer of Pensionshare Communications, its US subsidiary.

■ Eileen Carr, acting finance director since January of CLUFF RESOURCES has been confirmed in the post; she first joined Cluff in 1981 and before rejoining at the beginning of the year was employed by the Marc Rich organisation where she was involved in setting up a joint venture in Russia.

New package at Portals

Roy Gardener, the seasoned Portals manager responsible for revamping J.R. Crompton, the teabag papermaker, acquired from the Bazel group in 1990, is stepping aside from the start of January, thus triggering a management reshuffle.

Gardener, 54, who has spent the past four years as Crompton's managing director, and has overseen a substantial improvement in productivity and profits, is to undertake a number of special assignments within Portals' core security and specialist papermaking division.

He will also continue as a member of Portals' papermaking divisional board and as a Crompton director, but will be succeeded as Crompton managing director by Nick Acland, 33.

Acland, who has an MBA from Insead, is moving over from Portals (Bathford), which makes watermarked high security paper for non-currency security documents including the new DSS high security covers for pension and other allowance books. Acland has been managing director there for the past four years.

Keith Brown, 37, will become managing director of Portals (Bathford) which is a world leader in its market. He will bring to the company broad strategic skills and papermaking experience, which includes the integration phase and subsequent growth at Crompton where he has been a director for three years.

Electronic switches

■ Judith Scott is promoted to Europe head of GANDALF DIGITAL COMMUNICATIONS.

■ Anthony Pilkington, formerly director of finance, Europe, based in Paris, has been appointed md of DELCO Electronics Overseas Corporation, in Liverpool, on the retirement of Jack Moore.

■ Alison McGeehan has been promoted to market development director of RADIOS COMPUTER SERVICES.

■ David Carew-Jones, formerly marketing manager of Unilever, has been appointed international marketing director of PILOT SOFTWARE.

■ Richard Provis, formerly sales director of Nexus Payment Systems International, has been appointed md of TRINAC (UK).

■ Robert Grant, formerly head of the legal department at Jaguar, has been appointed company secretary of McDONNELL DOUGLAS INFORMATION SYSTEMS.

■ Graham White (above left), former sales and marketing director for Hotpoint, has been appointed md of the consumer products division of MITSUBISHI ELECTRIC UK.

■ Angus Drever (above right), has been promoted to become director, copierfax division of TOSHIBA Information Systems (UK).

■ Ian Ballen, formerly chief executive of Hestair Computer Group, has been appointed md of AT&T ISTEL financial and retail services.

■ Tom Pimmer, formerly md of 3Com UK, has been appointed group md of EUROPEAN NETWORK ENGINEERING.

■ John Kink has been promoted to director of personnel for HEWLETT PACKARD in the UK.

Chem

Invitation to offer to purchase the assets and business relating to the production of plastic and rubber additives

EniChem SPA, headquartered in Milan, Piazza della Repubblica, 16, with fully paid up share capital of Lit 4,250 billion, and registered with the Milan Court, Companies' Registry no. 293559, has received preliminary offers for the plastic and rubber additives business, which is owned by EniChem Synthesis SPA ("ECS"), a wholly owned subsidiary of EniChem SPA. ECS now invites other parties with an interest in acquiring this business to submit offers for this business. Combined offers by more than one party will not be considered.

Since the production activities of this business are integrated with the business producing Alkylidiglycolcarbonate - "ADC" (monomer for optical applications) and Dimethylhexanediol - "DHAD" (intermediate for peroxides), ECS will consider offers which include the assets and the business relating to the production of these two products.

The assets and businesses offered for sale include the entire Pedregno site (Bergamo) and the plant used in the production of plastic additives at Ravenna, whose production plant is interconnected with the ADC and DHAD plant. The 1992 turnover of the businesses being sold, including ADC and DHAD, was approximately Lit 100 billion.

The assets and businesses will be sold in their current condition (de jure and de facto) as at the date of closing and it will be the responsibility of the buyer to ascertain that condition.

For the purposes of this transaction, ECS has engaged the services of Samuel Montagu & Co. Limited ("Samuel Montagu"), to whom interested parties should direct any enquiries. The relevant persons at Samuel Montagu can be contacted at:

Samuel Montagu & Co. Limited

10 Lower Thames Street - London EC3R 6AE, England

Christopher Clarke (Director), Patricia Hudson

(Director), David Blake (Assistant Director),

Maurizio d'Andria (Assistant Director)

Tel: (44-71) 280 9000, Fax: (44-71) 623 5512

This advertisement is directed only at parties which are incorporated as limited liability companies. ECS will need to be satisfied that interested parties have adequate financial resources to acquire and to fund the future development of the businesses.

Interested parties should register their interest by contacting Samuel Montagu in writing and applying for the information memorandum specifically prepared for the sale.

Registration of interest by fax is acceptable. ECS reserves the right, at its sole discretion and without assigning any reason, to refrain from providing the information memorandum to any interested party. The information memorandum will be sent after a confidentiality agreement has been validly signed by an officer or legal representative of the company and returned to Samuel Montagu no later than 22 November 1993. Together with the confidentiality agreement, interested parties must send financial statements for the last three years, a description of its activities and of the industrial and economic rationale for the investment.

Brokers or agents of any kind must disclose the identity of the company they represent. This represents an invitation to offer but does not represent either a public offer ex art. 1336 of the Italian Civil Code, or a solicitation to public saving, ex art. 1/18 of Italian law no. 216/1974 including successive modifications and integrations. Neither this invitation, nor the receipt of any offers by ECS will create, with respect to ECS, any obligation or commitment to sell to any bidder and, with respect to any bidder, any right to demand any performance whatsoever by ECS (including the payment of any brokerage or advisory fees or expenses). ECS reserves the right to withdraw from negotiations with interested parties without assigning any reason.

Whilst every reasonable effort has been made to ensure that this announcement accurately reflects the Italian text of the announcement appearing in "Il Sole 24 Ore" and other Italian newspapers on 12 November 1993, in the event of any discrepancy the Italian text shall prevail.

This advertisement and the sale procedure are subject to Italian law.

This advertisement, for which ECS is responsible, has been approved by Samuel Montagu & Co. Limited, a member of the Securities and Futures Authority, for the purposes of Section 57 of the Financial Services Act 1986. Samuel Montagu & Co. Limited is acting for ECS in relation to the publication of this advertisement and is not acting for any other persons and will not be responsible to such persons for providing protections afforded to customers of Samuel Montagu & Co. Limited or advising them as to any matter referred to herein.

LONDON STOCK EXCHANGE FINANCIAL TIMES

FT-SE 100 Index reaches new peaks

(Financial Times 7/10/93)

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INVESTORS CHRONICLE



Andrea Wofor, deputy director of programmes and controller of arts and entertainment at Channel 4, is returning to Granada Television as director of programmes.

Wofor, whose first job in television was at Granada, has been involved in developing programmes such as The Big Breakfast, Drop The Dead Donkey, Without Walls and The Tube. She replaces David Liddiment who left Granada earlier this year to join the BBC. "I have thoroughly enjoyed my four years at Channel 4 but this is an opportunity that I feel I can't refuse," says Wofor, who is a former director of programmes at Tyne Tees Television.

David Worthington Ltd

(T/A Chillcots and Chillcots Seals & Gaskets)

The Joint Administrative Receivers offer for sale the business and assets of the above company.

Principal features comprise:

- Manufacturer of exhausts, silencers, fuel tanks and gaskets for commercial and off-road vehicles
- Turnover of c£2 million
- Based Telford. Premises 60,000 sq.ft.

For further information contact the Joint Administrative Receivers, Mark Hopton or Ann Davies, KPMG Peal Marwick, 2 Cornhill Street, Birmingham B3 2DL. Tel: 021 233 1686 Fax: 021 233 4390.

KPMG Corporate Recovery

Courtline Plc

The Joint Administrative Receivers offer for sale as a going concern, the business and assets of Courtline Plc.

Principal features comprise:

- Long leasehold premises of 16,000 sq.ft.
- Turnover of £2.4 million
- Modern machinery workshop
- Extensive customer base

For further information contact the Joint Administrative Receivers, Peter Terry or Philip Ramsbottom, KPMG Peal Marwick, St. James Square, Manchester M2 6DS. Tel: 061 838 4000 Fax: 061 838 4089.

KPMG Corporate Recovery

ANNOUNCEMENT FROM SÜMER HOLDING A.Ş.

As a part of the privatization programme Sümer Holding A.Ş. Offers for sale its Tarsus Textile Dye Industry Plant by sealed tender and sale negotiations procedure.

THE PLANT TO BE SOLD

Tarsus Textile Dye Industry Plant.

AMOUNT OF TENDER BOND

TL. 3.000.000.000

- 1- The Information Document and sale specifications of the above plant is available for a fee of TL 250.000, at the General Directorate of Sümer Holding A.Ş., at the address below.
- 2- The plant shall be transferred to the buyer "as it is" at the date of signature of the purchase agreement, excluding the receivables and liabilities and inventories of the plant at that date.
- 3- The buyer shall be wholly responsible for all the liabilities arising from the rights and payments which the employees working under labour law 1475 and whose numbers are specified in the Information Document, are entitled to or shall be entitled to by the labour law and the collective agreement.
- 4- The offerors are required to provide an irrevocable, unconditional (payable at first demand) tender bond for an amount of 3.000.000.000 Turkish Liras and valid for a period of at least six months to the below address of the General Directorate. Offers prepared in compliance with the sale specifications should be submitted to the Correspondence Department of Sümer Holding A.Ş. General Directorate at Cankırı Caddesi No: 2 Ulus/ANKARA, not later than 3 P.M. (on December 28, 1993). Delays in post shall not be accepted.
- 5- Sümer Holding A.Ş. is not subject to the restrictions specified in the State Tender Law No. 2886 dated 8th September 1983 and reserves the right to decide whether or not to sell the plant and to extend the deadline of the tender, if deems necessary.

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For further information, please contact the Joint Administrative Receiver, Edwin Ansell or Alyson Stewart, Grant Thornton, 1 Westminster Way, Oxford OX2 0PZ.
Tel: (0865) 244977. Fax: (0865) 724420.

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LEGAL

NOTICES

No. 008297 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
CENTRA INTERNATIONAL
HOLDINGS PLC
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice (Chancery Division) dated Wednesday the 7th day of November 1993 confirming the reduction of the capital of the above-named Company from £20,000,000 to £20,000,000 and the release of the shares of the Company registered by the Registrar of Companies on the 4th day of November 1993.

DATED this 4th day of November 1993
Theodore Gaskell
150 Aldersgate Street
London EC1A 4JD
Solicitors for the above named Company
Ref: 246/223/2090.181

No. 008298 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
NPI FURNITURE GROUP PLC
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice (Chancery Division) dated Wednesday the 7th day of November 1993 confirming the reduction of the capital of the above-named Company from £20,000,000 to £20,000,000 and the release of the shares of the Company registered by the Registrar of Companies on the 4th day of November 1993.

DATED this 4th day of November 1993
Theodore Gaskell
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Solicitors for the above named Company
Ref: 246/223/2090.181

No. 008299 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
NPI FURNITURE GROUP PLC
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice (Chancery Division) dated Wednesday the 7th day of November 1993 confirming the reduction of the capital of the above-named Company from £20,000,000 to £20,000,000 and the release of the shares of the Company registered by the Registrar of Companies on the 4th day of November 1993.

DATED this 4th day of November 1993
Theodore Gaskell
150 Aldersgate Street
London EC1A 4JD
Solicitors for the above named Company
Ref: 246/223/2090.181

No. 008300 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
NPI FURNITURE GROUP PLC
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice (Chancery Division) dated Wednesday the 7th day of November 1993 confirming the reduction of the capital of the above-named Company from £20,000,000 to £20,000,000 and the release of the shares of the Company registered by the Registrar of Companies on the 4th day of November 1993.

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LEGAL NOTICES

MAXWELL COMMUNICATION CORPORATION PLC

(IN ADMINISTRATION)

Scheme of Arrangements

Plan of Reorganisation

DM 100,000,000 6% bonds of 1988/1993

ECU 75,000,000 8 1/4% bonds of 1988/1993

SVF 150,000,000 5% bonds of 1988/1993

On 26 August 1993, notice was given that the scheme of arrangement in England (the "Scheme") and the plan of reorganisation in the United States (the "Plan") became effective on 28th July 1993. The Administrators are now in a position to proceed with the arrangements necessary to enable distributions to be made to Scheme Creditors when they become available.

In connection with Bayerische Vereinsbank A.G., the agent bank for the Deutsche Mark and ECU bonds, and Swiss Volksbank, the agent bank for the Swiss Franc bonds, (together the "Agent Banks"), the Administrators have made special arrangements for payment of distributions to bondholders under the Scheme and the Plan.

In order for bondholders to receive distributions under the Scheme and Plan they must exchange their bonds for distribution certificates (containing 15 individual distribution coupons).

Notices are hereby given that the distribution certificates are available for exchange against surrender of the bonds as from November 18, 1993.

If your bonds are deposited with a custodian bank those bonds will be exchanged through the custody clearing system (Euroclear, Cede, Deutsche Kassenverein and Schweizerische Eidgenössische Anstalt für das Kreditwesen) or between the custodian bank and the respective Agent Bank and distributions will be paid to you by the same method that any interest payment under the bonds would have been made to you.

If you or your custodian bank hold definitive bonds, those bonds should be surrendered to the relevant Agent Bank at the following addresses:

Bayerische Vereinsbank
Am Tucherpark 12
80311 München
Federal Republic of Germany
Attention: ZGA 61

Swiss Volksbank
Bahnhofstrasse 53
8001 Zürich
Switzerland
Attention: WAGB/VEGE

The Agent Banks have expressed a preference for individuals holding definitive bonds to surrender those bonds via their own bank rather than to the relevant address noted above.

In order to ensure that you are able to participate in distributions, please surrender your bonds as soon as possible.

Future notices relating to the timing and method of payment of distributions will be placed at least 7 days before a distribution is made in the following publications:

Schweizerische Handelszeitung
Neue Zürcher Zeitung
Basler Zeitung
Journal de Genève
Der Bund
Dated: 12 November 1993
A.M. Hansen
A.R.D. Jamieson
J.G.A. Phillips
C.O. Bird

Administrators of Maxwell Communication Corporation plc

No. 008301 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
HOARE GOVERNMENT SECURITIES LIMITED
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was presented to His Majesty's High Court of Justice, Chancery Division on 29th October 1992 for the confirmation of the reduction of the capital of the above-named Company from £20,000,000 to £20,000,000 and the release of the shares of the Company registered by the Registrar of Companies on the 4th day of November 1993.

DATED this 4th day of November 1993
A copy of the said Petition will be furnished to any person requiring the same by the undersigned Solicitors at payment of the Regulated Charge for the same.

Dated the 12th day of November 1993
CLIFFORD CHANCE
200 Aldersgate Street
London EC1A 4JD
Ref: RUC
Solicitors to the Company

No. 008302 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
HOARE GOVERNMENT SECURITIES LIMITED
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was presented to His Majesty's High Court of Justice, Chancery Division on 29th October 1992 for the confirmation of the reduction of the capital of the above-named Company from £20,000,000 to £20,000,000 and the release of the shares of the Company registered by the Registrar of Companies on the 4th day of November 1993.

DATED this 4th day of November 1993
A copy of the said Petition will be furnished to any person requiring the same by the undersigned Solicitors at payment of the Regulated Charge for the same.

Dated the 12th day of November 1993
CLIFFORD CHANCE
200 Aldersgate Street
London EC1A 4JD
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Melanie Miles on 071 873 3308

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

TECHNOLOGY

Many drug companies have stopped developing contraceptives, writes Clive Cookson

Concepts for a fertile market



Contraceptives have become a Cinderella subject for pharmaceutical research. No fundamentally new techniques have been developed since the "pill" 30 years ago, and even the long-term contraceptives recently introduced in the US and some European countries - Depo-Provera injections and Norplant implants - originated in the 1960s.

At last month's Population Summit, held in India by the world's scientific academies, Kerstin Hagenfeldt of Stockholm's Karolinska Hospital estimated that global funding of contraceptive R&D amounts to just \$87m (£41m) a year, of which governments and non-profit organisations provide 61 per cent and pharmaceutical companies 39 per cent. This is little more than 2 per cent of worldwide contraceptive sales (worth between \$2.6bn and \$2.9bn a year).

"Many large pharmaceutical firms that in the 1960s and 1970s played an active and essential role in developing contraceptive products have stopped their activities in this area in the last decade," Hagenfeldt said.

The world contraceptive market is currently dominated by four companies: Johnson & Johnson and American Home Products of the US, Schering of Germany and Akzo of the Netherlands.

Reasons put forward for the

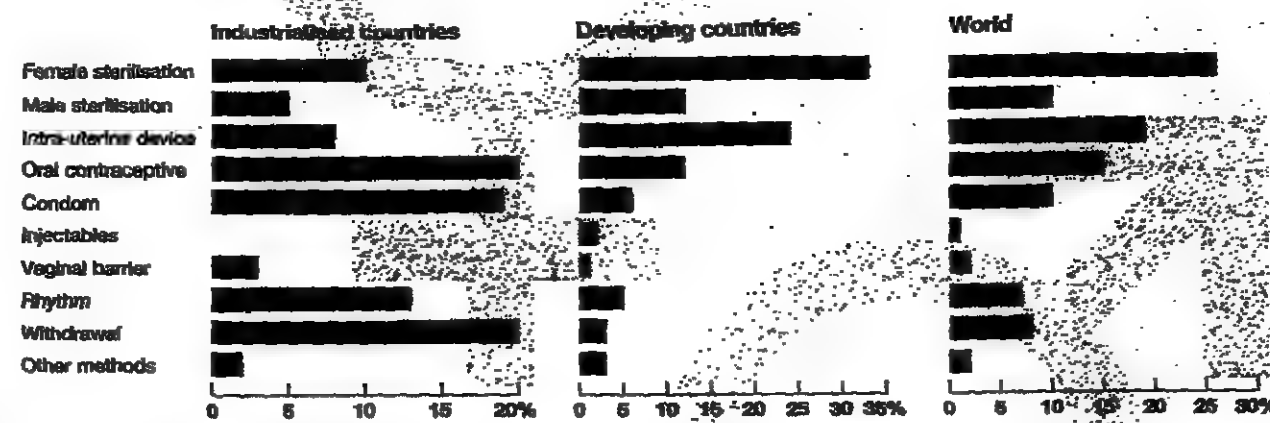
industry's diminishing research activity include more stringent regulatory requirements than for any other type of drug, a risk of expensive product liability lawsuits of the sort that drove the Dalkon Shield manufacturer A H Robins to bankruptcy in 1986, and opposition to contraception by the Roman Catholic church and other religious groups.

"Contraceptive development is difficult in the sense that you're dealing with products that may be used by perfectly healthy people over many years. They therefore have to be extremely safe and effective," says Hans Vemer, international medical director of Organon, Akzo's pharmaceutical subsidiary.

The basic principle of hormonal contraception is to use synthetic sex hormones (oestrogens and/or progestogens) to suppress ovulation. The hormones also thicken the cervical mucus, making it more difficult for sperm to enter the uterus, and thin the endometrium (lining of the womb) so that a fertilised egg is unlikely to implant and grow.

Although today's contraceptive pills work in fundamentally the same way as their forerunners 30 years ago, they

Prevalence of different contraceptive methods



Source: United Nations 1989

contain a different balance of hormones in lower doses. The standard "combined pill" now has only 30 micrograms of oestrogen, compared with 150 micrograms in the 1960s. There is also a range of "multi-phasic pills" in which the doses change during the month.

Long-term clinical studies sponsored by the World Health Organisation show that the pill is safe, despite the health scares of the 1980s - so safe indeed there are moves in the

US to permit the dispensing of oral contraceptives without a prescription. The pill may slightly increase the risk of developing breast cancer and heart disease, but it has a protective effect against some cancers of the reproductive system. Long-term use reduces the chance of developing ovarian cancer by 40 per cent.

Oral contraceptives are highly effective at preventing pregnancy when taken regularly but they are liable to fail

through forgetfulness or gastric upsets. Therefore, researchers have been working since the pill's introduction on more reliable ways of administering contraceptive hormones.

The two injectable contraceptives in worldwide use today, Depo-Provera and Noristeral, were invented in the 1960s. They are prescribed extensively in some developing countries, but health concerns and political controversy have kept them off the market in

several industrialised countries. The US finally approved Depo-Provera last year after its manufacturer, Upjohn, won a 25-year battle to convince the Food and Drug Administration it was safe.

Depo-Provera contains tiny crystals of progestogen suspended in a water-based solution which is injected every three months into the muscle of the buttocks or arm. The hormone leaches slowly into the bloodstream from the

crystals. Its failure rate - about two pregnancies per 1,000 women per year - is considerably lower than the pill.

More recently, WHO has sponsored the development of two monthly injectable contraceptives, Mesigyna and Cyclofen, which contain a combined low dose of oestrogen and progestogen. They avoid the main side-effect of Depo-Provera - irregular menstruation. Both are being manufactured locally in several developing countries.

Norplant, an implant to prevent pregnancy for up to five years, was designed in the 1960s by the Population Council, a charity based in New York, and developed during the 1970s by Leiras, a contraceptive manufacturer in Finland. They are licensing it for sale by various international drug companies. It was launched in the US two years ago by American Home Products and in the UK last month by Roussel of France.

Norplant consists of six flexible rubber rods, each about the size of a matchstick, which are inserted (under local anaesthetic) beneath the skin of the upper arm. They release progestogen at a steady rate into the bloodstream. If the woman wants to conceive, the capsules are removed.

According to Hemant Shah, a US pharmaceutical analyst, Norplant sales shot up from \$50m in 1991 to \$140m in 1992, but are likely to fall to about \$110m in 1993. The decline is not a sign of disinterest but a result of Norplant's long-term action; the women most enthusiastic about the implant had it fitted last year. However, some state authorities have aroused controversy by allegedly putting unfair pressure on teenagers from deprived and minority backgrounds to accept Norplant.

Several second-generation implants are in clinical trials and are expected to reach the market before the end of the century. One is Norplant II, which has two rods rather than six. Another is Implanon, a single rod system developed by Organon, which provides two to three years of reliable contraception; it is injected

under the skin with a hypodermic syringe.

Vaginal rings are a third type of long-acting contraceptive undergoing clinical trials. They release hormones slowly through the skin of the vagina. Candidate rings have been developed by Organon, the Population Council and WHO. Unlike implants and injections, they can be inserted or removed by the user without professional help.

Another technique, pioneered by Leiras, is to combine hormonal contraception with the intra-uterine device. Its Levonova IUD, recently approved for sale in three Scandinavian countries, releases very low doses of progestogen directly into the uterus for up to five years.

All today's contraceptive drugs - as opposed to barrier methods such as condoms which are not covered in this article - are based on hormones. An entirely different approach is to produce a birth control vaccine, by inducing the immune system to immobilise either sperm or eggs or one of the hormones that are essential for human reproduction.

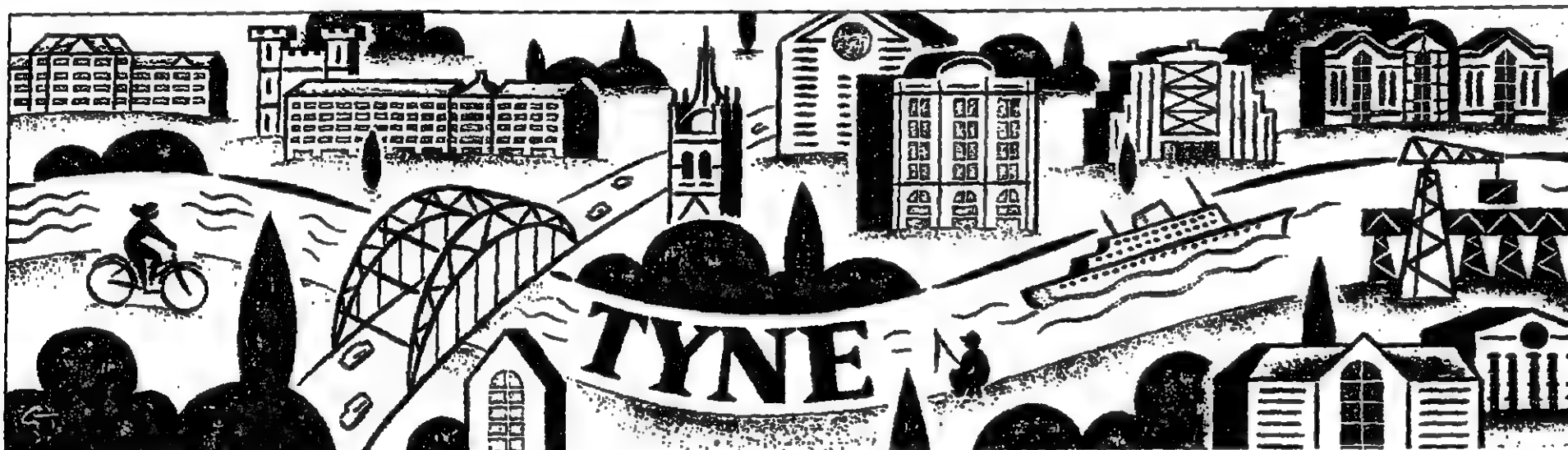
Six contraceptive vaccines with various mechanisms of action are in the early stages of clinical trials, although the safety and efficacy requirements are so stringent that none will be available commercially until the next century.

The immunological approach could produce a safe male contraceptive - and satisfy complaints that all products so far, apart from the condom, have been aimed at women.

"Since a man produces millions of spermatozoa at a time, it is far more difficult to develop an adequate oral or hypodermic contraceptive for men," says William Bergink, director of Organon's fertility research programme. "But we know some women are infertile because they produce antibodies against sperm." The solution may be to make men produce antibodies against their own sperm.

The series continues next month with an article on obesity.

Artists	Over the last 10 years
Beethoven	10 October
Bach	17 September
Brahms	27 August
Chopin	27 July
Debussy	25 June
Elgar	24 May



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Worth Watching Della Bradshaw

Only electronic CVs need apply

The New York Times has developed a big push for job-seekers to apply for positions advertised in the newspaper.

For \$40 (£26.40) job-hunters register their CV on its FastTrack database, either by filling in a form, faxing off a written résumé or entering the data electronically. Then if a job is advertised for which he or she wants to apply, the job-hunter authorises the CV to be sent to the advertiser by keying in the appropriate code, using a touch-tone telephone.

The system has been developed by Information Kinetics, of Chicago. New York Times: US, 212 556 1234. Information Kinetics: US, 212 236 9787.

Herbal remedies growing wildly

An increasing number of European consumers are using herbal and homeopathic remedies rather than conventional drugs, according to the latest report from management consultants Datamonitor.

Belgians have the highest consumption rate, spending an average of \$8 (£6) annually per head on homeopathic remedies. But consumption is growing most quickly in the UK - by more than 15 per cent between 1987 and 1992 - with Nelson and Weleda the market leaders.

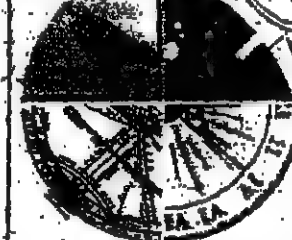
The biggest single market in Europe is in Germany, where consumers bought \$1.3bn worth of homeopathic and herbal remedies last year. Datamonitor: UK, 071 825 3542.

CFCs make a hasty exit

With manufacturers gearing up to phase out ozone-depleting cleaning fluids in 1994, a number of products and processes are appearing to replace materials which contain chlorofluorocarbons.

In Faulbach, Germany, Grassmann WLS has developed a dry process for cleaning printed circuit boards in electronics manufacture. The process involves putting the boards in a

To catch a thief



vacuum chamber where a high-frequency generator breaks down the normal bond between the electrons and the atomic nuclei in the offending particles, burning them off the surface. The Grassmann machines are distributed in the UK by Parkineth of Cardiff.

Grassmann: Germany, 9393 8020. Parkineth: UK, 0222 452230.

Putting nature in the dishwasher

Soap powder-toothpaste specialist Colgate-Palmolive has turned to nature to produce its latest tough-acting dishwasher powder, Palmolive Ultra.

Palmolive Ultra, which is on sale in the US, contains a cocktail of enzymes which has been specially selected to attack dried food or ingredients which produce particularly stubborn stains. Colgate-Palmolive has applied for patents to cover the enzyme action, a process which took five years to develop. Colgate-Palmolive: US, 212 310 2000.

Happy campers on the Euro trail

Alastair Macaulay eavesdrops on an imaginary conversation after the show

THE SCENE: Joe Allen's restaurant near Covent Garden, London, or any place where theatricals hang out after shows. An obscure and no-longer-young thespian rushes up to hail the star of the West End's latest opening.

Thespian: Darling! I hear your new show's a wow! And the first night had a really amazing audience!

Anita Dobson (for it is she): Why, yes! Edwina Currie and Julian Clary, Alan Whicker and Mike Nolan, Hugh Laurie and Stephen Fry, Paul Nicholas and Victor Spinetti, rather than Ben and Ronnie Corbett...

Thesp (green with envy, interrupting): Fabulous! Is yours a big role?

Anita (modestly): Well, I'm the star...

Thesp (now sea-green): Really? So who do you play?

Anita: Well, I'm an Italian has-been who composes the EuroVision Song Contest, and who becomes psychically possessed by the Spirit of Europe, and I play agony-uncle to two English queens, who are pursued by the ghosts of the Emperor Hadrian and his lover Antinous...

Thesp (who has changed hue to red): Now, when you say queens...

Anita: Yes, the show's all about gay men and coming out.

Thesp: Two of the international singers have an affair, too? The Spanish singer and the Greek?

Anita: So it's a really bold show like *Barf*?

Anita: No, it's more fun...

Thesp: What - like *Torch Song Trilogy*?

Anita: No, no, lighter and happier than that. And I help the gays to love each other properly.

Thesp: And do you have a love-affair too?

Anita: No, I just play their fairy god-mother.

Thesp: And there are songs?

Anita: Oh yes, I sing "Believe" in my Italian accent - "E-della-waise". The rest are funny EuroVision-type songs written by Jason Carr - who's a little love. At the end, the Greek singer wins the Contest with "Bin-Bam-Bom!" On the first night the audience all clapped in time; and they were all given CDs of the song with their free programme, wasn't that a marvellous idea?

Thesp: Marvellous. So it's a musical?

Anita: Not really. The two English queens - that's James Dreyfus, who's tremendous as Gary, you can't believe how camp he is, and Charles Edwards as Kevin - don't sing, and neither do Hadrian and his boyfriend.

Thesp: I don't understand this thing about being psychically possessed...

Anita: Well, you know how Hadrian is a great gay hero, because he had more works of art made in honour of Antinous than have ever been made of anyone else in history. So he and Antinous inspire people even now. But, because not enough gay men love each other properly, the Spirit of Europe suddenly starts to haunt me, and makes me make them love more.

Thesp (fascinated): The Spirit of Europe?

Anita: Yes, this being Maastricht year and all that...

Thesp (stunned): But you don't mean that Maastricht will mean more gay love, do you?

Anita: Absolutely not. In fact, I tell the English boys that they're lucky not to be Italian. Italian men are so caught up on being macho to know about love.

Thesp: But the show treats Europe seriously?

Anita: Oooh, no. The Greeks and Spaniards and Italians in it are just jokes.



Anita Dobson: psychically possessed by the Spirit of Europe...

Thesp: And it's produced by Andrew Lloyd Webber and the Really Useful Company?

Anita: Yes! And Tim Luscombe not only wrote it all, he directs too. What a clever sweetheart he is! The beginning's a bit leaden, but it warms up when I come on.

Thesp: What's your funniest line?

Anita (in low, creamy, Euro-compare voice): "Grazie, Macedonia."

Thesp (hopelessly): So it's utterly camp?

Anita: Er... Yes.

Thesp (with relief): Darling, I can't wait to see it.

"Survivor" is at the Vaudeville Theatre, WC2, 071-836-9887

Car designed by nature



Pure sculpture: the Ferrari 166MM (the Barchetta) competing in 1949. The photograph is part of the Ferrari exhibition at the MOMA, New York

seases is due to its purity of purpose: to transport a single human being around a track as quickly as safely possible. Its shape is determined by the laws of aerodynamics; it is virtually designed by nature. Every feature is geared towards holding the road at speeds in excess of 200mph. Nothing is superfluous.

To emphasize the point, we find a computer-generated profile of the racer - a minor piece of Op Art in its own right - and a scale model used in the wind tunnel to work on aerodynamic detail. It seems, most unfairly, that British designer

John Barnard had only to provide a skin with which to clothe a pre-ordained anatomy of cockpit, gearbox and engine. The latter, with its matt-black cast-iron and curling pipes of gleaming, patinated aluminium, is one of the most pleasing objects in the show.

Ferrari's first production car, represented here by a 166MM of 1950 with a *Barchetta* or little boat body, was both racer and road car. Its fluid curves and elegant streamlining speak of the 1930s aesthetic of speed. This is pure sculpture. Its form is determined not by the effects of wind, drag or down-

force but by the desire to create an object of beauty. Like bronze sculpture, the steel shell was even hammered into shape by workmen. As a result, no two cars are the same. As befits this more innocent age, design drawings are executed in children's coloured pencils. Federico Formenti's design for the spider version in 1949 endearingly includes a driver drawn to scale sporting helmet and goggles.

Racing and road car design was soon to take divergent paths. The F40 here was made to celebrate Ferrari's 40th year, one of a limited edition of

1,000. When the F40 made its debut a year before Enzo Ferrari's death in 1988, it was said to be the fastest road car available. Once again, Ferrari had brought to the production car a technical standard of performance only usually found in a racing car. Unsurprisingly, the F40 looks just like one.

Given the dependence of their design on our understanding of physical laws, Formula 1 racers inevitably look very much alike. There is no comparable conformity of design for high performance passenger sports cars. Optimal performance is compromised by considerations of space, comfort and the ability to travel at low speeds. In this market, styling is crucial.

Virtues are made out of necessities. The F40's most distinctive feature - the 13 scooped-out triangular air vents that cool the powerful turbo-charged engine - are purely functional. In its overall design the F40 bears the unmistakable imprint of the 1980s with its tight-waisted, lipstick-glossy body, awkward elbows and aggressive angles. There is no doubt that this is a flashy and mean machine.

As guests at the private view cooed over the soft curves, leather lining and gleaming marine trim of the *Barchetta*, the American Modernist architect Philip Johnson, admiring the F40, assured me that "in 40 years time, this is the car that everyone will prefer."

Susan Moore

Designed for Speed, made possible by a grant from Ferrari S.p.A., continues at The Museum of Modern Art in New York until March 1, 1994.

Concerts in London

American influences

The billing for Wednesday's concert by Music Projects/London was "American Counterpoints", but this really applied only to Steve Reich's ingenious *Vermont Counterpoint* for one live flute and ten more on tape; and maybe, to Colin Matthews' *Hidden Variables*, which is in part a mischievous send-up (British) of American minimalism and post-minimalism.

Still, what's in a name? In this case, the official but purely notional tie-in with the American Art show at the Royal Academy. (There may have been people there who came expressly to match their impressions of American abstract painting against aural Reich and John Cage, but how would one know?) Forget the label: this was a concert full of lively imagination, from the planning to the execution - bright, inquiring, funny and exhilarating.

exercise were entirely justified by Nancy Ruffer's solo playing. The Cage score finds him somewhere between tranquil, mock-naïve formalism and an active urge to scrap Western musical paraphernalia altogether: fascinatingly dull, not just dull.

MP/L is distinguished above all for its cutting edge and its verve. In lives's three "Theatre Orchestra Sets" - the fullest versions that I've heard, carefully traced back to the first drafts - everyone in the ensemble leapt to their opportunities, with full prompting from Bernas. Almost every piece in these ragbag collections has a different instrumentation, anything from a woody wind-band to sighing strings, and each strikes sparks off some unheard-of idea. That cornucopia of random inspirations, whether radical or just gleefully silly, was wonderfully bracing to hear.

(Some FT readers might like to know that Ives was all his life a professional insurance man, apparently with great actuarial breakthroughs to his credit.) Matthews' heady-eyed diatribe, which features scathing parodies of John Adams in particular and other trendy Americans wholesale, has its own musical sense and weight too, as the ML/P team made clear. We were hearing the new "chamber" version of *Hidden Variables*, most obviously in its reduced strings. Aply tacky, I thought: the budget forces focused the implausibility of what Adams gets away with on Hollywood-scale strings.

veying an older, milder brand of American music: Samuel Barber's *Violin Concerto* of 1940. This expert piece of musical craftsmanship, with its curvaceous Richard-Strauss-goes-to-New-England first movement, gently moody middle and dashing finale, is today more liable to elicit under-praise than encourage over-estimation.

It offers no challenge to the listener, no adventure, no threat of uncharted emotional experience; but within their self-ordained limits its musical qualities remain effortlessly graceful and delightfully fresh. Perhaps a grander style of musical address, a ripper rhetorical character was intended by Barber than Perlman essayed in the solo-writing, or than Previn charged from the orchestral accompaniment; but for shining sweetness and purity of style this violinist has no equals today.

This was altogether a fine, civilised performance, and after the interval Previn and the LSO matched it with an Elgar *Second Symphony* of easy flow and sustenance of symphonic argument. Again, certain Elgarisms in the audience might have found their cravings for passionate engagement with the score's melodic shapes unsatisfied (from Elgar's own recording of the work with the LSO we know how high a value he set on full-bodied portamento string-phrasing). But in its truthful, unflinching authority, Previn's command of the symphony is now solidly impressive from first note to last.

David Murray

Max Loppert

Recital/Richard Fairman

Sergey Leiferkus

Although the freedom to travel has encouraged ever more striking young Russian singers to forge careers in the West, those who managed to establish themselves in the dying days of the communist era still hold their place proudly. Among the many baritones, Sergey Leiferkus remains supreme on the international stage.

It is almost ten years since I first heard Leiferkus in *Aida* at the Mariinsky (then Kirov) Theatre in St. Petersburg. The voice did not seem especially large at that time, but it had a flawless focus of sound that left no doubt as to its quality. His encore from *Yevgeny Onegin* at his Wigmore Hall recital on Wednesday told of the same strengths - concentrated force of tone, ringing top notes, beyond the limits of his younger rivals.

It would be easy to talk about nothing but the basic quality of his voice, its brilliance, as though singing were the spotlight turned full on. Is unlike any other baritone in the profession today. But this recital of songs by Tchaikovsky and Rakhmaninov displayed colourings, variations, shadings of the voice that are now just as important.

One reason may be that it has become a deeper baritone than it used to be. The words

"Say, I love" in his second Rakhmaninov song were spoken in a strangely hollow, husky tone, so as to convey something of the poem's hints of masochism. The central stanza of "Fate", when the poet talks of sunset growing dark behind the wood, became warm, tender, dusky. The scalding mockery of "Christ is risen!" was aflame with white-hot vocal intensity.

Almost every colour was there - the one exception being a truly hushed, inward feeling, which Leiferkus uses sparingly. Even when he did find it for Tchaikovsky's desolate "Again, as before, I am alone", it is worth remembering what his compatriot Olga Borodina has achieved in the same song. Where Leiferkus was soft-

edged, withdrawn, keeping Tchaikovsky's coosong in his own private world with eyes closed, Borodina peered openly into the black depths of despair.

Comparisons, though, rarely go against Leiferkus. Perhaps the programme included an undue number of songs that ended with a chance to show off those impressive top F's and G's. Otherwise, this recital, gloriously sung, tellingly interpreted, and with an able accompanist in Semion Skigin, showed Russian's leading baritone at the peak of his art. It is excellent news that he is to record the songs of Musorgsky. The other Russian song composers should follow soon.

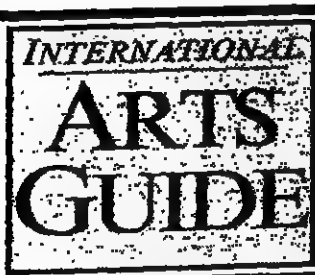
Museum of London music festival

A world music festival celebrating the capital's abundance of traditional music is to be held on November 30-31 at the Museum of London. A part of the museum's new exhibition, *The Peopling of London*, it includes music from Irish, Jewish and Somali groups.

On the Saturday Taxi Pata Pata present jazz from Zaire in an evening concert. On Sunday afternoon, broadcaster Andy Kershaw presents traditional London music which includes

Dishti, an East End ensemble playing Bengali folk music and Royce Klermons, an all woman East European trio playing wedding music. Entry on Sunday is free.

The main exhibition, which runs until May 15 1994, looks at London's current ethnic and cultural diversity in the historical perspective of 15,000 years of settlement from overseas. *The Peopling of London*, Museum of London, London Wall, London EC2.



LOUVRE

Next Thursday promises to be an important milestone in the development and extension of the Louvre in Paris. The Richelieu wing, for years occupied by the French Ministry of Finance and now converted into gallery space, will be inaugurated by president François Mitterrand, at a ceremony marking the 200th anniversary of the conversion of the former royal palace into a museum.

With an extra 22,000 sq metres of space, the Louvre now overtakes the Metropolitan in New York as the biggest museum in the world. The Richelieu wing houses collections of Islamic art, medieval art (including the Treasury from the Abbey of Saint-Denis), paintings from the Northern Schools and French paintings from the 15th to 17th centuries.

The interior of the wing has been largely remodelled by the removal of modern interior walls and false ceilings. Only the salon

of Napoleon III and the staircase leading to the second floor have been retained. The most dramatic innovation is the creation of three covered courtyards. Two of them display French sculpture under gigantic glass roofs, while the third is a reconstruction of two facades of the Assyrian palace of Khorsabad, with its monumental winged bulls.

Another novelty is an escalator to take visitors from the pyramid to the top floor of the Richelieu. IM Pei, the Chinese American architect who has been consultant and coordinator for the rebuilding, believes the escalator is the only way to ensure that a significant number of visitors bother to travel to the top-floor paintings section.

There will be a new exhibition space in the Cour Carrée in space freed by the removal of the early French works. Every month, the room will host a "painting of the month", a work which has been newly acquired or restored or attributed, complete with explanatory texts. The first is a view of the Salon Carré by 18th century French artist Gabriel de Saint-Aubin, which was purchased this autumn.

EXHIBITIONS GUIDE

BALTIMORE
Walters Art Gallery Sacred Art of Ethiopia: an exhibition tracing the Christian history of Ethiopia through 100 icons, illuminated manuscripts and liturgical goldenmiths' work from the fourth

to the 18th centuries. Ends Jan 9. Closed Mon.
Museum of Art William Paley Collection: 70 works by Cézanne, Matisse, Picasso and others. Ends Jan 9. Closed Mon and Tues

BARCELONA
Museu Picasso Picasso and the Bulls. Ends Jan 9. Closed Mon (Carrer Montcada 15-19)

BOLOGNA
Museo Civico and Pinoteca Ludovico Carracci (1555-1619): an attempt to improve the image of the less gifted member of an extraordinary family. Ludovico remained in Bologna, while his better-known cousins, Annibale and Agostino, were head-hunted by Cardinal Farnese to decorate his Roman palace. Ends Dec 12.

CHICAGO
Art Institute Max Ernst. Ends Nov 30. Daily

DORTMUND
Museum für Kunst China's Golden Age: 120 art objects from the Tang Dynasty (AD618-907). Ends Nov 21. Daily

FLORENCE
Galleria del Costume di Palazzo Pitti Fashion at the Court of the Medici. Ends Dec 31.
Museo Pecci Robert Mapplethorpe. Ends Jan 7. Closed Tues

HILDESHEIM
Roemer und Pelizaeus Museum Bernward of Hildesheim: silk, crystal, illuminated manuscripts, wall coverings, goldenmiths' work

and other treasures marking the 1000th anniversary of the influential bishop. Ends Nov 28. Daily

LAUSANNE
Musée des Arts Décoratifs Contemporary Japanese Posters: 100 examples illustrating the more subtle style of oriental poster culture. Ends Jan 23. Closed Mon Musée Cantonal des Beaux-Arts Musée Bodoni: 60 paintings of western Switzerland by the 19th century artist and his contemporaries. Ends Nov 28. Bill Viola (b1951): Installations by the American video artist. Ends Nov 26. Closed Mon

LONDON
Victoria and Albert Museum Art of Holy Russia: the most revelatory exhibition in London this year, comprising paintings, engravings, sculptures and liturgical objects from the vast collection created a century ago in St Petersburg by Tsar Alexander II. Ends Jan 8. Daily Accademia Italiana Renaissance Florence: The Age of Lorenzo the Magnificent 1449-92. Ends Jan 23. Daily Royal Academy of Arts Great Master Drawings from the Getty Museum. Ends Jan 23. American Art in the 20th Century. Ends Dec 12. Daily Whitechapel Art Gallery Lucian Freud. Ends Nov 21. Closed Mon Tate Gallery Ben Nicholson. Ends Jan 9. Daily British Museum Drawings from Chatsworth. Ends Jan 8. Daily Marlborough Fine Art Francis Bacon: portrait studies. Ends Dec 3. Hayward Gallery Alphonse Mucha: retrospective of the Czech Art

Nouveau artist. Ends Dec 12. Roger Hilton: 100 works by one of the most vital British painters of the postwar period. Ends Feb 6. Daily National Portrait Gallery Thomas Eakins: retrospective of the 19th century American portraitist. Ends Jan 23. Daily National Gallery The Wilton Diptych. Ends Dec 12. Ken Kiff: a sampling of the work of the Gallery's second associate artist. Ends Jan 9. Daily

MANCHESTER
City Art Gallery Europe Without Walls: art, cartoons and posters reflecting the momentous events in eastern Europe in 1989 and the tensions they unleashed. Ends Jan 16. Daily

MANNHEIM
Reiss-Museum The World of the Maya: 300 examples of early Indian art from Central America before the Spanish conquest. Ends Jan 16. Closed Mon

MAINTUA
Palazzo Te Giulio Romano: drawings by Raphael's most distinguished pupil, many of them preparatory studies for the frescoes in the glorious Gonzaga hunting lodge nearby. Ends Nov 21. Closed Mon

NEW YORK
Museum of Modern Art Joan Miro. Ends Jan 11. Robert Rymen. Ends Jan 4. Closed Wed Metropolitan Museum of Art The Annenberg Collection. Ends mid-Dec. Master Drawings of the Hudson River School. Ends Dec 28. Closed Mon

Guggenheim Museum Roy Lichtenstein. Ends Jan 18. Industrial Elegance: objects of everyday mechanical beauty selected by 63 architects and designers. Ends Jan 23. The main museum is closed on Thurs, the SoHo site on Tues Whitney Museum of American Art Mike Kelley (b1954): 170 paintings, drawings, sculptures and photographs by the Los Angeles artist. Ends Feb 20. Arshile Gorky's Beirtheals. Ends Jan 9. Closed Mon

PARIS
Versailles Palace Versailles and the Royal Tables of Europe from the 17th to 18th centuries: against a magical decor, around 1000 exhibits of French silverware and Sévres porcelain bring back the splendour of royal table settings which, in the image of Versailles, shone from Portugal to Denmark, from Austria to Russia. Ends Feb 27. Closed Mon Musée d'Orsay From Cézanne to Matisse: Masterworks from the Barnes Foundation. Ends Jan 2. Closed Mon, late opening Thurs (reservations: 4410 7300 or at Fnac shops) Grand Palais Les Nabis. Ends Jan 3. Closed Tues, late opening Wed Petit Palais Masterworks from Leipzig. Ends Dec 5. Closed Mon

PARMA
Magnani Rocca Foundation The Barla Collection of Modern Art: paintings and sculptures by Picasso, Dubuffet, De Chirico, Magritte, Bacon, Sutherland and many other 20th century artists. Ends Nov 28. Closed Mon

RIMINI
Museo Civico Guido Cagnacci: 50 works by the painter of the most sensual female nudes of the entire baroque era. Ends Nov 28

NATIONAL GALLERY
The Age of the Baroque in Portugal. Ends Feb 6. John James Audubon. Ends Jan 2. Cesarini Venice: Giambologna's marble masterpiece (1583) is the centrepiece of an exhibition focusing on the female nude. Ends Jan 17. Daily Hirshhorn Museum Willem de Kooning. Ends Jan 9. Daily Arthur M Sackler Gallery The Divine Word of Islam. Ends Jan 2. Daily National Museum of American Art Arvin Gottlieb Collection: 22 paintings by artists who worked in New Mexico 1900-1940 and were captivated by the dramatic landscapes and native cultures. Ends March 20. Daily Phillips Collection The Migration Series: 60 panels of Jacob Lawrence's epic painting of the flight of African Americans from the rural south to the industrial north. Ends Jan 9. Images of the American Scene in the 1930s and 40s: watercolours, drawings and lithographs from the permanent collection, complementing the Migration pictures. Ends March 8. Daily Renwick Gallery Arts and Crafts Movement in California: 200 objects of artistic and historical significance, including pottery, furniture, silver and metalwork. Ends Jan 9. Daily

Joe Rogaly

Nails in the cabinet



The British government operates in a "well high permanent atmosphere of crisis". I take the phrase from Lord Hailsham, who deployed it in a celebrated lecture on the cabinet seven years ago this week.

If that was true of the then Mrs Margaret Thatcher's administration, which rested on a majority of 100-plus, it is doubly so of Mr Major's, which has a theoretical majority of 17, constantly threatened by a dozen potential rebels and usually supported by Ulster Unionists. You would not get this impression from the son-of-Hailsham lecture given by Lord Wakeham on Wednesday night. The latter is not only the leader of the House of Lords, but also "Lord of the Seals", which means that he can be deployed as chairman of many of the committees of the cabinet that the prime minister himself does not head.

Lord Wakeham paints a picture of a smoothly functioning team, every member of which is devoted to the doctrine of collective responsibility. Departmental ministers take the lead in presenting policies, first by circulating written proposals to other heads of department who may have an interest and subsequently by appearing before the relevant cabinet committee. As I read him, ministers are the engines of government. Often, his own chairmanship oils the wheels. The Treasury is the brake.

The unspoken subtext of the Wakeham address, delivered at Brunel University, Middlesex, is that while Mrs Thatcher tried to dominate the proceedings and resorted to *ad hoc* committees as a means of avoiding awkward discussions, Mrs Major adopts a more conciliatory, structured approach. Conciliatory yes; structured maybe. There is no hint of any forum in which elected political servants, possessed of sufficient back-up, can enjoy an open and prolonged discussion on topics of importance. Brainstorming just kicking a proposition around - is hardly possible. Nobody has the time. The civil service, which likes to maximise paperwork, would not permit it. Departmental boundaries are unbreakable. The atmosphere of panic prevails. To be fair, the Lord Privy Seal does not pretend that the cabinet runs the country. It only meets for a few hours on Thursday mornings. There would be no time in which to get much thrashed out even if there was a willingness to let such a thing happen. Take the "unified Budget", which has been introduced this year. A simultaneous announcement of spending and taxing plans is due at the end of the month. Yet the actual Budget will not be seen until the morning of the day of its delivery to Parliament. In short, the cabinet has a light supervisory role. It can sometimes be the scene of genuine argument, as may have been the case with spending this year, but, as Lord Hailsham discerned in 1987, the real work is done by subcommittees. Cabinet government, he said in his Granada Guildhall lecture, "is one of the permanent gifts conferred by British political genius on the science and art of civilised government".

You have to be English to

appreciate just how the shape of that gift has evolved. Although nominated by the prime minister, British ministers are each appointed separately under the royal prerogative. If you follow Lord Hailsham's account, the office held by Mr Major arose out of an accident of history. It happened in 1714, when the Elector of Hanover became George I. Since he could speak no English, and was obliged to converse with Walpole in dog Latin, the latter presided at ministerial meetings. It took further centuries of rolling English constitution-making for the title "prime minister" to be given legal recognition.

There is no hint of any forum in which elected political servants can enjoy an open and prolonged discussion on important topics

The original honorific, "first lord of the treasury" was retained alongside the new one. In the 18th century Gladstone wondered whether a prime minister - first lord - had the right to fire ministers.

He had invited to join his cabinet. Today, as Lady Thatcher can attest, dismissals are free, but each one creates an enemy on the backbenches. All British prime ministers must at one time or another have longed for the brutal simplicity of the American method. When Mr Richard Nixon was re-elected in November 1972, a formal handshake of cabinet members was expected to be the president's man in the department and not the department's advocate to the president. A box was provided alongside this and other, similar instructions for newly appointed ministers to tick. That would show that it had been read, understood and accepted.

The Nixon method was Mrs

Thatcher's aspiration, but in fact British government works the other way around. Departments capture all but the most powerful ministers, and send them forth into Whitehall to represent the interests of their clients. The transport ministry represents road construction companies; defence, weapons suppliers; agriculture, farmers; the department of industry - if Mr Michael Heseltine, looking fit and relaxed, has anything to do with it - British industry.

You could characterise, if not caricature, parts of the current system, thus: lobbies for interested companies and trade associations plant ideas on officials, who put them up to ministers. When privatisation is involved, some public servants, and some politicians, eventually make their fortunes by taking jobs with the newly created companies. Placing lucrative contracts can also help. Companies that benefit support the governing party. The balancing factors are, first, strongly motivated ministers who do not need the money (among whom I would number the president of the board of trade), and second, the daily, anxious count of Conservative backbench votes.

The chief whip, Mr Richard Ryder, has more to say about the constant panic in Whitehall than perhaps any other player. His calculations will determine whether the post office can be privatised (no), London's buses can be deregulated (no) or the government can afford to put up an imaginative, wide-ranging programme in next week's Queen's speech (no). Only Mr Kenneth Clarke is theoretically beyond this constraint. If the chancellor, backed by Mr Major, cannot get his Budget, whatever it says, through the house, the government will surely fall. You can, however, bet that even now he is counting votes.

A steely glint in its eye

Angus Foster on the revival of a loss-making Brazilian industry



Steel sale: Acominas was the last in the privatisation process

Brazil's newly privatised steel industry has become a high-light of an otherwise inflation-racked economy. After a decade of under-investment, price controls and mounting losses, the sector is expected to have its most profitable year since the 1970s.

The costs of this transformation, in terms of job losses and social disruption, have been heavy. But industry and union leaders now admit that the changes were needed for the industry to survive. "Brazilian society was paying for our losses. Now we employees realise the future is in our hands," according to Mr Wilson Brumer, president of specialist steel company Acominas. The company was privatised last year and returned to profit in the second quarter of this year. It made US\$13.3m profits in the first nine months of this year, compared with losses of \$84.8m in the same period last year.

"We survived instead of died, partly because of the 5,000 people who lost their jobs," says Mr Luiz de Oliveira Rodrigues, president of the metalworkers union at Companhia Siderurgica Nacional, the country's largest steel producer. Since 1990, when CSN made a loss of \$729m, it has cut its workforce by a third, and this year is likely to announce record production and profits of more than \$50m.

The change in fortunes for the sector, which ranks as one of the top 10 in the world in terms of crude steel production, started in 1990. The government, which owned eight steel companies including the country's six largest, announced that steel was to start off an ambitious privatisation programme. The process was completed in September with the auction of Acominas, the last company to be privatised, at a 90 per cent premium to the government's minimum asking price.

The sector was chosen because, with some exceptions, it was losing the government millions of dollars each year. This was partly due to poor management and partly due to political interference, which included price controls and job security rules. Mr Eduardo Modiano, in charge of the early stages of privatisation as ex-president of Brazil's development bank, says that since the industry was set up 50 years ago governments have pumped US\$25.5bn at prices of the day into the companies that have now been privatised. In the same period, the companies returned dividends of only

\$500m to the government.

Persuading managements and unions of the need for privatisation was difficult. Steel was an important symbol of the country's industrial emergence after the second world war. The sector also possessed some of the country's most radical unions. A bomb exploded ahead of the first privatisation, the 1991 sale of Usiminas, and there were regular displays of violence at subsequent auctions.

The programme was successful mainly because the early examples were seen to work. Once freed of price and other government controls, companies were immediately able to restore margins and profitability. They were also able to address the inefficiencies which had built up in the public sector.

Mr Roberto Procópio de Lima Netto, president of CSN since 1990, started paying suppliers on time. This led to immediate savings, as the suppliers cut their prices. They had previously included a premium when supplying steel companies because of slow or non-payment. CSN's staff cuts,

which saved about \$10m a month, were unpopular. But CSN used some of the money to pay seven months of salary arrears to its remaining workforce. Support for Mr Procópio gradually grew.

In all privatisations, shares were reserved for workers. CSN's employees control one of the company's largest shareholdings, with 22 per cent, of which half is held through pension funds. Mr de Oliveira Rodrigues has also become a member of the company's administrative board. "The new philosophy is of partnership," he says.

Usiminas was seen as one of the most efficient companies, partly because of a long-standing technical relationship with Nippon Steel of Japan, which is also a 14 per cent shareholder. But according to Mr Rinaldo Campos Soares, president, the company was immediately able to introduce cost savings of about \$15 a tonne, or about 5 per cent of total cost, through renegotiated supply contracts and improved purchasing. Before privatisation, all purchases had to be auctioned, and the cheapest bids

had to be accepted even if the quality was poor.

"Privatisation allowed the company to be more flexible. The state had become a burden and the company couldn't grow any more," he says.

Cost savings and productivity at Acominas, Latin America's only producer of stainless steel, have been even more sudden. The company had been paying 33 per cent real interest rates on its borrowings. This figure has been reduced to 12 per cent which, while still burdensome, has already saved \$40m a year in lower interest charges. Productivity in the first nine months of the year has increased 50 per cent, which only half is due to staff cuts. "With 25 per cent fewer people, we're producing more," Mr Brumer says.

These improvements in productivity and efficiency helped profitability, even if some savings were unrepeatable and the improvements were measured against a low base. More important were the big cost advantages Brazil's steel industry enjoys, and which were masked by state ownership. As the world's largest iron ore producer, Brazil's steelmakers pay about half the average world price because of minimal transport costs. Although levels of labour productivity are low, so are wages and electricity costs. As a result, Brazilian exports are increasingly price competitive and increased 10 per cent to \$1.75bn in the first half of the year.

But the domestic market, still protected by average tariffs of 14 per cent and high transport costs faced by potential importers, is more attractive, because it allows high margins. Mr Pacifico Paoli, managing director of Fiat of Brazil, Usiminas's largest customer, says there has been a "tremendous" jump in efficiency since privatisation, although this has not translated into lower prices. "They still try to get the advantages of the world market price,"

Mr François Moryen, president of Belgo-Mineira, a private sector steel and related products group, says the main problem facing the industry is the country's economy. With per capita steel consumption at less than 10 per cent of the levels of developed economies such as Japan's, he and other industry figures talk of the domestic market's "huge opportunities". "But the potential is linked to growth in GDP and that's the problem: when is the country going to grow?" he asks, highlighting Brazil's overall economic uncertainty.

TV cannot offer depth of written history

From Hilary Perrott.

Sir, Christopher Dunkley ("A season of excellence from the BBC", November 10) claims that television can be a better medium than the written word for presenting modern history. There is no doubt that the series upon which he bases this idea (*Thatcher: The Downing Street Years*) is a remarkable piece of television, and more than that, a devastating exposé of the former PM's style of government.

But surely no television programme, however well-balanced and illuminating, can ever approach the depth of a written history? A span of time needs to be before the Thatcher years can be analysed and their full impact assessed. In 50 years, when an arm's length survey is written, a historian will certainly be able to use the material presented in the television series, and may even draw upon Thatcher's autobiography (though that would seem to be of limited usefulness), but one hopes that he or she will view the contributions of all participants in those tangled times.

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Sugar wrong about Labour in Europe

From Mr John Tomlinson MEP.

Sir, Is Mr Alan Sugar (Letters, November 10) a politically motivated knave, a fool, or both? Or is he merely bringing the same level of competence to his negotiation and management skills of Tottenham Hotspur FC?

John Smith, leader of the Labour party, was at the same congress of the party of European Socialists as I, and presumably agreed the same manifesto as I had in my file: Mr Sugar's view of his commitments is both inaccurate concerning detail and tendentious concerning meaning.

If he wants to write a more

reflective piece on what is a very good common manifesto based on its real rather than imagined content I will happily supply him with a copy upon receipt of a stamped addressed envelope.

In the meantime either his company or Spurs needs his care and concern more than the Labour party. Even if he feels compelled to venture into political advice, recent opinion polls suggest that the government needs wisdom - his or anyone else's - rather than other potential beneficiaries of his no doubt altruistic but nevertheless ill founded letter.

John Tomlinson,
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Failure of bank argument

From Mr Charles Burrows.

Sir, Samuel Brittan's Economic Viewpoint (November 4) contained an excellent evaluation of the potential problem of deficient demand and he naturally followed this with yet another call for (the sensible) targeting of nominal gross domestic product.

However, he failed to show how his throw-away remarks about the need for an independent central bank followed in any way from the previous analysis. In particular, if nominal GDP is to be the target, how is a central bank, which

only has control over monetary policy, supposed to achieve its target? Surely a pursuit of a nominal GDP target requires both fiscal and monetary levers?

Furthermore, in continuing his metaphor about the 1890s, Samuel Brittan fails to explain what happens when it is the independent central bank which is more worried about communism (read inflation) as in federal Germany today?

Charles Burrows,
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Culture in industry

From Mr Peter Wood.

Sir, Professor Leslie Hannah's reference to "many decades of domination of industry by the public school elite" ("Old boy network...", November 10) hardly sounds like an "anti-industrial culture", while Nigel Rodd's claim that "there's certainly an anti-industry culture in the British upper classes" appears to be a misunderstanding of those "many decades", inspired perhaps by easy acceptance of Martin Wiener's thesis about British industrial decline.

The 1983 Royal Commission on Public Schools showed that more than 70 per cent of the directors of prominent companies came from the public schools. The social historian, Harold Perkin, notes that by the late 1960s "the public school men were dominating the commanding heights of all the major professional and managerial hierarchies, and it was no longer true that they neglected business".

Dr Perkin also shows (*The Rise of the Professional Class*) that while British aristocracy has traditionally been entrepreneurial, the anti-industrialism detected by Wiener is related to penetration of British business by the public service ("wet") ideals inculcated by the public schools in their mainly middle-class intake.

Peter Wood,
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Paying for performance

From Mr Peter M Brown.

Sir, I look forward to your further articles on Performance Related Pay and would offer the following reasons for the beneficial spread of the concept even if, to date, many schemes have not achieved all their objectives.

1) We have returned some power from shop stewards to first line foremen and clerical unit managers. To strengthen their position companies have passed more discretionary award recommendations to this crucial group.

2) As part of this exercise annual performance appraisals are much more widespread than in 1980 and appraisals without some potential personal benefit are like dough without yeast, soggy and often undertaken by both sides as a perfunctory exercise.

3) The empowerment of remuneration committees has resulted in a spread of PRP culture. I am willing to bet that 99 per cent of boards with such a committee use some form of PRP as simply salary vetting

reviews, and changes to pension rules are not a sufficiently "high fibre diet" for active non-executive directors.

4) Avoiding the current and future pension costs of higher fixed salaries is a major issue as companies fight to control their cost base. PRP, which is often not pensionable and moves with cash flow, gives employees an indirect stake in decision taking. Its increased use could save some jobs and companies from being sacrificed through over-pricing. You have only to look at the inroads PRP-based contractors have made in contracting out services from rigid salary organisations like councils and the uniformed services to see that those organisations could have maintained their own staffing if they had been more willing to establish a flexible arrangement.

Peter M Brown,
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Hutchison digital network

From Mr Hans Roger Snook.

Sir, Lex's note on Hutchison and Mercury (October 6) stated that "the two digital networks cover complementary geographical areas..." This implies that the Hutchison PCN network does not cover London or within the M25. In fact the Hutchison digital PCN network as currently deployed covers not only London, but offers ubiquitous coverage within and beyond the M25. Our own tests have indicated that Hutchison coverage in London and within the M25 is currently better, and offers better in-building penetration than Mercury's One-2-One network.

Given this fact, speculation that the two networks might be merged is totally unfounded. Although there would be an obvious benefit to Mercury One-2-One subscribers to be able to roam on to the Hutchison network, there would be no benefit whatsoever to Hutchison subscribers to roam on to One-2-One network. I would say this puts the

odds in Hutchison's favour for generating subscribers, and also makes us the stronger, not Mercury. I agree, however, that Mercury presently has the far stronger brand name, but we do intend to change that over time.

The Hutchison PCN network will, at launch, cover London, everywhere within the M25, the south east, Bristol, Birmingham, Manchester, Leeds, Edinburgh, Glasgow, and all main connecting routes and roads (ie 50 per cent of the population). By the end of 1994 we will cover fully 70 per cent of the UK population, and will continue to roll out to 90 per cent. This is not a "negotiating tactic" or a "bluff" as the article suggests. More than 1,000 sites have already been acquired, and more than 700 have equipment installed.

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FINANCIAL TIMES

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Friday November 12 1993

Change at the stock exchange

THE THREE words the new chief executive at the London Stock Exchange said most frequently yesterday were "I don't know".

In part, they reflect Mr Michael Lawrence's prudent desire, given the three months that will elapse before he takes office, to give no hostages to fortune. In part, they reflect a genuine lack of knowledge about the inner mysteries of the stock market from someone who has spent his career as an accountant and finance director.

But most of all they reflect a determination, it would seem, to hold nothing sacred - not the tasks of the exchange itself, nor the structure of its governance, nor whether it has a part to play in providing settlement or any other particular services. Only the exchange's role as the central marketplace is not up for discussion.

Such open-mindedness is refreshing: part of the exchange's problem in recent years has been a partisan enthusiasm, shared by outside observers as much as by members and officials, to take sides over individual aspects of the exchange's role.

But it is also potentially destabilising: the exchange has gone through at least two agonising reappraisals of its future in the last few years, and the revolving door of senior executives has only recently slowed to a manageable speed. Few could blame staff and market participants from growing scepticism at the thought of another 18 months of "re-casting the exchange's role", as Mr Lawrence put it yesterday, coinciding with

the arrival of a new chairman. So though Mr Lawrence must certainly help the exchange to establish the clear vision of its future that has so far escaped it, he must also focus on the day to day. That means getting closer to achieving the excellent service that alone can offer a defence against emerging non-exchange trading systems. It means building the exchange's own new computer trading support system to replace SEAIQ, and making its voice heard more clearly in the debates over financial services regulation and corporate governance.

Most of all, though, it means holding the ring between the interests of the exchange's own members - brokers and market-makers - and those of investors and quoted companies. Mr Lawrence says he will enjoy this aspect of his job.

Just as well: his predecessor's tenure, cut short by the collapse of the Taurus project, was in any case threatened by disagreements among the exchange's constituencies. Mr Lawrence must manage those relationships better, giving proper weight, despite his time at the top of Britain's largest institutional investor, to the neglected needs of individual share-owners.

Without such even-handedness, the new chief executive will be unable to achieve his aim of re-establishing the exchange's leadership in the City. Leadership is earned by deeds, not by words. Initial ignorance, real or feigned, is no barrier to this - as long as it is accompanied by a willingness to listen and a refusal to take sides.

Perfume cartel

THE MONOPOLIES and Mergers Commission investigation into the UK perfume industry has a rather bad smell about it. The MMC's overall conclusion that the industry's restrictive practices are not against the public interest does not flow naturally from its own detailed arguments. The case also raises concerns that UK competition policy is being hampered by decisions in Brussels.

The investigation centred on complaints that perfume houses were refusing to supply Superdrug and Tesco, "grey market" retailers which sell scents at a discount to recommended retail prices. The Office of Fair Trading was worried that such restrictive distribution practices were keeping prices artificially high.

The MMC went along with much of the OFT's analysis. It argued that the industry's practice of recommending prices was anti-competitive. It noted that authorised perfume retailers had discussed in their trade association how to choke off supplies to the grey market retailers. Its own independent research showed that Superdrug's outlets were of a better than average quality, undermining a key industry argument that restrictive distribution was designed to ensure high-quality sales outlets. The MMC even concluded that the practice was designed to maintain and exploit a complex monopoly.

But the MMC decided none of this was against the public interest for three reasons. First, the UK market had become more competi-

tive in recent years. Second, the industry's restrictive distribution systems had recently been cleared by the European Commission. Third, there was no clear evidence that the practice was designed to maintain resale prices.

While it is true that the market has become more competitive, that is in large part due to the activities of Superdrug whose ability to sustain vigorous competition will depend on securing ready supplies in future. As for the lack of clear evidence, that is debatable given much of the detail in the MMC's own report.

But the wider concern surrounds the MMC's apparent willingness to accept European Commission rulings in an investigation which related to the UK market alone. This undermines the principle of subsidiarity, enshrined in the Maastricht Treaty, under which decisions are supposed to be taken at a national rather than European level whenever practicable. Similarly, it throws into doubt the EC competition authorities' stated intention of transferring responsibilities to national authorities.

It may be that a desire to avoid a conflict with the European Commission was not decisive in this case and that the MMC would have taken the same view any way. But open conflicts between national and European competition authorities are unlikely to be side-stepped in future. A clear division of responsibilities must therefore be agreed which puts flesh on the subsidiarity principle.

Latin autocrats

MOST LATIN American governments will welcome President Clinton's revival of the idea of a western hemisphere free trade area first proposed by his predecessor, George Bush. Unfortunately, this particular revival will last barely one week if the US House of Representatives votes down the North American Free Trade Agreement on Wednesday.

The US Congress is not the only obstacle. The idea assumes the existence of a community of market-oriented democracies in Latin America. But while most governments of the region are now elected, the authoritarianism of past decades has not been buried. The continued attraction of autocratic or charismatic leaders arises not least because of poor performance by many elected governments. Dictators have been given too many reasons for viewing politics as a state confrontation between government institutions remote from them.

This fatigue with the political system is why Peruvians were willing to back the overturning of constitutional order by President Alberto Fujimori in April 1992, and to support his new constitution (if in rather a lukewarm fashion) in last week's referendum. It is also why Venezuelans did not react more strongly to the threat of democracy posed by two military coup attempts last year, and why a politician - Rafael Caldera - offering more in the way of personalism than policies is leading the field in next month's elections. Yet the exercise of personal

power damages prospects for what Latin America really does need: more representative democratic institutions, fair legal systems and freedom from the uncertainty bred by authoritarianism.

Fortunately, the continued allure of the autocrat is not the only thing happening in Latin America. In many countries, Venezuela and Brazil being two, government is being decentralised and people given the right to elect their local political leaders. Elsewhere, politicians are giving thought to legal reform.

A legal system subordinate to the executive, along with a corrupt judiciary offers a poor environment for the development of the market economies most Latin American governments now say they want. Contracts become impossible to enforce reliably. Credit becomes hard to get and expensive, because it is difficult for lenders to pursue claims for collateral.

Without a proper institutional background, the long-term private investment Latin America desperately needs will, in these days of free global movement of capital, find another home. It has often been argued, from both the left and the right in Latin America, that an authoritarian system is necessary to sustain economic freedom and a market economy. If it were ever true, it looks a dubious proposition today. Markets need rules and they need an effective state to enforce them, but they are endangered by the arbitrary exercise of power.

The world's biggest perfume manufacturers are savouring the sweet scent of victory after the Monopolies and Mergers Commission report yesterday on fine fragrances, while Superdrug, the discount chain which has been their most persistent critic, ponders the sour smell of defeat.

By exonerating the manufacturers of using anti-competitive practices to overcharge consumers, the report has removed the threat of an uneasy price war which would severely damage the industry's profits, undermine its distribution methods and cheapen the exclusive image of its brands.

For Superdrug, part of the Kingfisher retailing group, waging a high-profile campaign to supply leading perfume houses to supply it directly, the decision is a sharp disappointment. "The MMC report has left us high and dry," the company said.

However, though the perfume houses have won the battle, it may not mark the end of the war. The perfume houses' traditional way of doing business is likely to remain under continued challenge, both in the courts and as a result of the changing nature of the industry.

The issues at stake are unusually complex. Not only are the methods used to market and distribute perfume probably unique in industry, but the legal picture is confused by the overlap between the European Union and national competition law.

Indeed, to a far greater degree than any other recent monopolies case, the perfume affair underlines the difficulty of applying to competition policy the European Union's principle of "subsidiarity", which seeks to leave many decisions to national authorities.

In weighing its decision, the commission was obliged to recognise that its scope for action was to some extent limited by the fact that the European Commission had already exempted the distribution of perfumes from the full force of competition law.

The exemption has taken the form of approved agreements which permit perfume houses to restrict supplies to retailers meeting certain standards - stocking a broad range of products, displaying them in acceptable conditions and using trained staff to sell them.

Such agreements have also been allowed by Brussels in other industries, such as cars and consumer electronics. However, in most cases they are permitted on the grounds that the products are complex and need after-sales service.

In perfumes, however, the justification is that the products are luxury goods, which depend for their appeal on an aura of exclusivity maintained by high prices, large

A victory for fine fragrance houses might not mark the end of the war, say Guy de Jonquieres and Robert Rice

Perfumes' fate sealed with a sniff

Investments in marketing and a sophisticated sales environment.

This argument was accepted by the MMC, which acknowledged the importance of snob value to the success of perfumes, which it termed "a conceit, a concoction created as much by the copywriter as the perfumer." High prices, the commission agreed, were a vital part of the formula.

That, however, is not a universal view - even inside the European Commission, where some officials believe the perfume regime owes more to skilful lobbying by a small band of predominantly French producers than to the alleged uniqueness of the product.

Some retailers and consumer organisations go further. They insist the perfume industry's main objective is to keep profits artificially high by refusing to supply stores which sell at cut prices.

Though the MMC found no evidence to support this accusation, it is at the heart of a pending European Court case brought by Leclerc, a large French supermarket chain. Leclerc is challenging Brussels' approval of selective distribution agreements used by Yves Saint Laurent and Givenchy, two leading perfume houses.

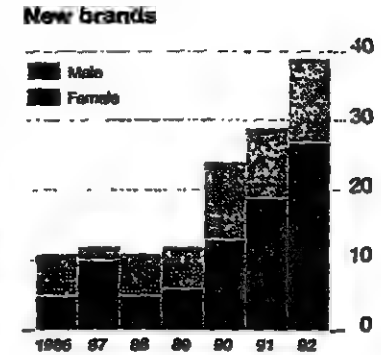
Should the court find in Leclerc's favour, the whole issue of special treatment would be reopened and Brussels could be forced to re-examine its policy of exempting other industries from competition law.

Some similar issues are raised by another legal battle, over the ice cream market. Mars, the US confectionery company, has brought actions in Brussels and European capitals challenging the distribution policies of Unilever, the Anglo-Dutch consumer products manufacturer which is the world's largest ice cream maker.

Mars claims Unilever is restricting competition by preventing rival brands from being stocked in the freezer cabinets it supplies to many small retailers. The case is being investigated by both the European Commission and the MMC.

The dispute also centres on how far it is legitimate for producers to control access to distribution channels in which they have invested heavily, and may pose a further test

UK perfumes: sweet and sour



Typical cost and prices

	£	Margin (%)	RPP incl. VAT (%)
Manufacturing costs	3.08		10.6
Manufacturer's gross margin	2.88	46.5	9.3
Price to UK distributor	5.76		19.9
Distributor's gross margin	9.66	62.6	33.3
Price to retailer	15.42		53.2
Retailer's gross margin	9.26	37.5	31.9
Recommended retail price excl. VAT	24.68		85.1
VAT	4.32		14.9
Recommended retail price incl. VAT	29.00		100.0

UK wholesale sales (1992)

	Products examined by MMC (£)	Not examined by MMC (£)	Total (£)
Authorised supplies to domestic retailers	151.3	22.0	173.3
Grey market (estimate)	30.0	2.0	32.0
Sub-total: domestic sales	181.3	24.0	205.3
Duty-free supplies (estimate)	52.2	2.0	54.2
Total UK sales	233.5	26.0	259.5

Source: MMC

of the jurisdictional boundaries between European and national competition authorities.

Whichever way the legal arguments go, the perfume industry faces mounting pressures on other fronts. Recession has depressed demand, leading to sharp drops in sales volumes which have only partly been offset by higher prices.

Manufacturers everywhere are being forced to run harder. In an effort to win back consumers, they have sharply stepped up new product launches. In Britain, where there are more than 400 perfume brands on sale, there were 92

recoup their launch costs.

The stakes have been raised further by the consolidation of much of the industry into the hands of a few big groups with deep pockets, powerful distribution networks and lavish marketing budgets. As well as L'Oréal, they include Unilever, the French luxury goods group LVMH, and Elf Sanofi, part of Elf Aquitaine, the French oil company.

Furthermore, competition is creeping into distribution. The MMC estimates that a sixth of wholesale domestic perfume sales in the UK, which totalled £181m, was supplied from the "grey" market. This is fed by so-called parallel imports which bypass manufacturers' authorised channels.

A further £50m - a third of the value of manufacturers' authorised sales - was made through duty-free shops, at discounts of as much as 60 per cent on normal retail prices.

This trend has not gone far enough to satisfy Superdrug and other discount retailers, which sell perfumes at as much as 30 per cent below retail prices by buying supplies on the "grey" market.

Superdrug complained yesterday that the report was internally contradictory. On the one hand, the MMC had attributed much of the increased competition to Superdrug and other unauthorised retailers, but on the other hand has refused to compel the perfume houses to supply them freely.

Superdrug argues that "grey" market sources are both expensive and scarce. It says unless it can obtain new sources of supply, its perfume sales will remain limited to about 60 stores, where it has spent some £12m on counters and displays.

Nonetheless, there are signs that harsh commercial realities are forcing some smaller manufacturers to relax traditional distribution restrictions. Parfums Worth has agreed to sell through Superdrug, while in France, the Carrefour supermarket chain has persuaded Pierre Cardin to supply it.

Some observers believe more barriers will crumble. "The market is going to change," says Ms Nina Stimson, managing editor of European Cosmetics Markets, an industry magazine. "Throughout Europe, suppliers are starting to break ranks."

Just how far and how fast may depend partly on the length of the recession. Most observers believe it will be a long time, if ever, before top brands such as Chanel, Dior and Guerlain are affected. But the steadily mounting pressures on the industry suggest that, whatever competition authorities say, for some perfume makers at least, life may never be quite the same.

Pensions could unlock £7bn tax boon



PERSONAL VIEW

reduce consumer demand or investment.

Tax incentives for savings take two forms. In the first instance, after tax income is invested, no tax is payable on income or gains and withdrawals are tax free. Such is the case with Peps and Tesas.

The second form is where money is invested pre-tax, the roll-up is again tax free and withdrawals are taxed; pensions fall within this category, the withdrawal being the pension.

In the vast majority of cases these two methods yield the same result, as the table illustrates. My proposal is that pensions should be taxed on the Peps/Tesas basis. All pension contributions from Budget day by employers and employees should be considered taxable income in the

employee's hands. The amount invested after tax will yield the same after-tax pension as before.

Total private pension contributions by employers and employees in the UK amount to £28bn a year. Taxing all future contributions at 25 per cent would yield £7bn a year. The incomes of both employers and employees after tax would be unaffected.

The only losers would be pension fund managers with £7bn a year less to manage. The new system would be easier for the Inland Revenue to administer, but the transition is complex.

The tax yield will gradually decline to zero as revenue from taxing pensions is lost. This will take a generation. For the immediate future the yield will be £7bn a year.

The Revenue and pension fund managers will not like running two parallel schemes, one for contributions made before the change and yielding a taxable pension, and another for contributions made after the change and yielding a tax-free pension. Funds could therefore be offered an option: pay (in instalments), say, 25 per cent of the capital

	(A) PEP/TESSA	(B) Pension
Gross income	100	100
Tax at 25%	25	25
Amount invested	75	75
7% compound for 10 years yields	147.54	156.72
Return at 10%	147.55	156.67
Tax at 25%		4.92
Net income	147.55	147.75

* Fund set to exactly 75% of total fund. In any case may well yield the same net income

value of the fund in tax now and immediately go on to a tax free basis.

If all funds did this the government would receive about £100bn (total pension fund assets are some £400bn). The government would immediately lose tax yield on current pensions - about £3.5bn, but it would still be a net £3.5bn a year ahead, plus the interest saved on £100bn of government debt, say, a further £2bn a year.

Individuals may be obtaining tax relief on contributions at a higher rate than they would eventually pay on their pension. This would only be true for a few people

and then only for part of their working lives. It could be compensated for, but this may not be felt necessary.

Some people's private pensions will fall to be taxed in part or whole at the 20 per cent rate (though tax rates can and probably will change). Similarly, there will be some pensioners who will not fully use their personal allowances. In either case an annual tax credit could be paid in retirement.

Unfunded schemes. There is no reason to treat these differently. But such schemes could not go fully onto the new basis as they have no assets with which to buy the transition. Tax would be charged currently on the notional cost of contributions but pensions would be tax free.

The tax-free advantage for lump sums is lost. This is an illogical privilege which would be a minor sacrifice for a significant reform.

Pension funds investment will be reduced by £7bn a year, but so too will be the public sector borrowing requirement of £50bn, and the government's need to sell gilts. There will be other technical

objections but they could all be overcome. The facts are that the change would have no after-tax effect on employers or employees contributing to pension schemes and need have no effect on after-tax pensions in retirement.

The problem is political. Will people believe their pensions will be tax free in 30 years and that the outcome is exactly the same? Will the media welcome the change as sensible or mislead the public about its effect? Such a change needs a first-class salesman: we have one in the chancellor.

The risks and difficulties must be set against raising an additional £7bn a year of revenue with no macroeconomic effects and no effect on people's disposable incomes in work or retirement - surely a prize worth grasping by a bold and imaginative chancellor with a fiscal headache.

John Maples

The author was economic secretary to the Treasury 1980-82 and MP for West Leisham 1983-92

OBSERVER



"Merde"

head of foreign exchange operations, is a possibility. Still only 44, he is a member of Eddie's "brat pack" - the group the governor has nurtured during his 30-year stint in Threadneedle Street. Other names being bandied about are those of John Townsend, 46, in charge of money markets and gilt-edged trading. Pen Kent is another runner.

But don't bet on an inside job. Anthony Loebnis came from J. Henry Schroder Wagg and Crockett himself was working at the IMF when he was tapped. Hence the rumours about bicycle-riding John Odling-Smee, formerly deputy chief economic adviser at the Treasury who is head of the east European

division at the International Monetary Fund. Another possibility is Goldman Sachs' economic guru Gavin Davies. As a Goldman partner he should have stashed away enough money by now to afford to do a bit of public service.

Scorer

Fisons is used to losing at molecular roulette - its record of developing new drugs is lamentable. But management must be wondering about the fickleness of lady luck following the decision of a member of its UK salesforce to spill the beans to the Sunday Times about some allegedly dubious promotional practices.

The subsequent article suggested the representative, David Thomas, resigned from Fisons because of unethical selling tactics. Not mentioned was the fact that Thomas could only afford to leave the company, and so make the revelations, because he had just won a six-figure sum on the football pools.

Grant status

Want Wall Street cred? Then leave a copy of Grant's interest Rate Observer lying about the office.

Jim Grant's fortnightly newsletter, celebrating its tenth birthday with a fat tome of past *aperçus*, is required reading for

anyone seeking a quirky, contrarian view of the financial world and those who inhabit it.

Laced, unusually for American writing, with a rich sense of irony, Grant's is written by the originator of the Current View column on Barron's, the US financial weekly. When Grant went solo, Jim Rogers, George Soros's former partner, was his first subscriber.

While his wife heaved away at Lehman Kuhn Loeb, Grant got established by noisily deploring just the sort of deals she was doing. He fingered Olympia & York early on, rechristening its Canary Wharf site "London's own North Dakota".

But Grant has not always been right. He admits that his greatest predictive gaffe was to fail to see the "levitation of stocks and bonds in the last couple of years". No surprise then that he thinks financial assets are hopelessly over-priced and commodities dirt cheap. Hence his motto for the Clinton years: "Down with paper. Up with things".

Bunking off

Tut, tut. So where was education secretary John Patten yesterday when he was supposed to be lecturing the country's schoolmasters on truancy? An urgent cabinet meeting it seems. Nevertheless, it didn't stop one disrespectful schoolmaster at the conference asking if anyone had checked the toilets.

Severing of monetary links likely to deepen crisis in former Soviet states

IMF warns of rouble zone unrest

By John Lloyd in Moscow and
Steve Levine in Yerevan

THE COLLAPSE of the rouble zone could save Russia more than \$15bn a year but push many of the other former Soviet republics deeper into economic crisis - possibly provoking political unrest - experts in the International Monetary Fund and World Bank said yesterday.

The comments mark the first acknowledgment that the Russian rouble zone has all but collapsed over the last two weeks, with seven republics now having left, or announced their intention to leave.

Their moves come partly as a result of the tough new conditions which Russia is imposing on its former CIS partners, demanding that the republics should be subservient to Russia's

central bank rules, and deposit gold and hard currency reserves with it, to end the subsidies which the republics have been receiving.

Experts in the IMF and World Bank calculate the loss of cheap credits and subsidised energy will cost the republics involved - Ukraine, Moldova, Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan - \$15.5bn a year. Given that many are already in economic crisis, the moves could trigger unrest which could affect the 25m ethnic Russians living in these republics, officials added.

Russia tightened its conditions for membership in the rouble zone in September, immediately after the banning of the Russian parliament.

The savings in credits to Russia in the coming year will mean

that almost 15 per cent of its estimated gross national product will be available for its own use - though at the cost of deepening crises on its borders.

The republics which will be most affected include:

• Ukraine, the focus of the most international concern and where inflation is estimated to be about 70 per cent a month, has repeatedly devalued its temporary karbovanets currency.

• Uzbekistan and Kazakhstan, are formerly loyal members of the rouble zone. On Wednesday President Nursultan Nazarbayev of Kazakhstan and President Islam Karimov of Uzbekistan said they would issue their own currencies, the Kazakh tenge and Uzbek coupon, a decision which has caused a crash in the old (pre-1993) Russian roubles they were using.

• Armenia, the most desperate of all ex-Soviet republics, says it cannot meet the Russian conditions because it has almost no hard currency or gold reserves, and has no means to stop the economy's slide into chaos.

• Georgia and Azerbaijan are hard hit by internal conflicts and the cost of looking after hundreds of thousands of refugees. They have their own currency coupons, but they are highly inflationary, especially Georgia's.

Only two of the former Soviet states - Belarus and Turkmenistan - claim a measure of stability, though for opposite reasons. Belarus wants to complete a monetary union with Russia as possible. Turkmenistan, by contrast, has introduced its own currency - the manat - using its own reserves, as the world's third largest gas producer, as backing.

Philips calls for more EU innovation

By Andrew Hill in Eindhoven

EXECUTIVES from some of Europe's leading industrial groups yesterday called for more intensive co-operation between governments, the European Commission, scientists and industry to fight technological competition from Japan and the US.

"We are pleading with Europe to help us succeed," Mr Jan Timmer, Philips president, told industrialists at a symposium in Eindhoven.

"We will play our part and do our duty, but we can't sit still," he said.

Philips called for round-table discussions between government, universities and industry to identify the key technologies Europe will need to compete in the growing "multimedia" sector, which will bring together computer, telecommunications, consumer electronics and media groups.

"These are areas that can only be tackled when several companies and governments get together," said Mr Timmer. He criticised European governments for "not getting their act together" over European high-definition television. Ambitious plans for HDTV, in which Philips

has invested heavily, were shelved in favour of a diluted project this summer. Executives from SGS-Thomson Micro Electronics, the Italian-French state-owned semiconductor producer, and Renault-Volvo, the Franco-Swedish car manufacturer, supported Philips' call for support from public authorities, in the form of intensified research programmes aimed at key technologies and backing for strategic alliances.

Mr Pasquale Pistorio, president and chief executive of SGS-Thomson, said advanced industrial societies could not exist without controlled access to an advanced electronics industry, which could not exist without controlled access to an advanced semiconductor industry.

Mr Martin Bangemann, European industry commissioner, said the European Union could play a role in helping to change the structure of traditional European industry.

Philips had invited industrialists, government and European Commission officials to celebrate the opening of a new exhibition of the company's technology near the group's headquarters in Eindhoven.

UK discount chain threatens to take perfume fight to Brussels

By Guy de Jonquieres and
Robert Rice in London

SUPERDRUG, the UK discount drugstore chain, threatened yesterday to take its campaign to sell cut-price fragrances to Brussels, after UK competition authorities rejected the company's complaint that perfume manufacturers were unfairly refusing to supply it.

A Monopolies and Mergers Commission report said that although a "complex monopoly" existed among the perfume houses, it did not operate against the public interest. The report said only small changes were needed to ensure free competition in the UK market, worth £330m (\$340m) at wholesale prices last year.

The report was welcomed by perfume manufacturers and some retailers, including Boots, the biggest outlet for perfumes in the UK. However, the decision was criticised by one perfume house, consumer organisations, Superdrug and other retailers.

"The MMC has swallowed the perfume companies' arguments hook, line and sinker," the Consumers' Association said. Asda,

the supermarket chain which also sells cut-price fragrances, expressed "amusement and anger" and accused the commission of yielding to special pleading by perfume houses.

Worth Fragrances, a small perfume manufacturer which recently agreed to supply Superdrug, said it was unhappy with the decision.

Superdrug said it was disappointed. The company, part of the Kingsbury retail group, said the report failed to address its central objections to the perfume houses' marketing methods.

The company said it was considering renewing its complaints with the European Commission, which recently approved arrangements which allow perfume manufacturers to sell their products only through designated wholesalers and retailers.

Although the MMC concluded that manufacturers had not used these arrangements to keep prices artificially high, Superdrug said stronger policing was needed to ensure that the rules were applied fairly.

Superdrug sells a limited range of fragrances at discounts of about 30 per cent in 60 of its

stores. Because leading manufacturers have refused to supply it directly, the company has been forced to buy all its products from unauthorised sources on the "grey" market.

It said yesterday that it would continue discount sales, but the MMC's decision meant it could not obtain enough supplies to sell perfumes at all its stores.

The nine-month MMC inquiry was launched a year ago after extensive lobbying by Superdrug of competition authorities in London and Brussels.

The report said the perfume industry was a "complex monopoly" because the leading manufacturers restricted supplies to authorised retailers and recommended resale prices, but it said these arrangements did not operate against the public interest.

The MMC accepted manufacturers' arguments that the commercial success of perfumes depended on heavy marketing investments and high prices to create an aura of exclusivity.

Editorial Comment, Page 17
Perfumes' fate sealed with a sniff, Page 17
Details, Page 8

Crisis at Euro Disney

Continued from Page 1

minister, Barclays and Midland, also participated in loans.

Bankers are expected to press for a reduction in royalty and management fees paid to Walt Disney by Euro Disney, as well as a reduction in interest payments on the FF4.5bn loan extended by the Caisse des Depots.

The banks are likely to prefer an injection of new equity next spring - by which time the restructuring is due to be complete - rather than a debt for equity swap.

Despite their concern that Walt Disney should play a significant part in the capital restructuring, the French banks will face political pressure to ensure that EuroDisneyland remains open.

Walt Disney has agreed to provide funds for Euro Disney until next spring. It is reluctant to bail out its associate, but is equally concerned to avoid the damage to its image that would result from Euro Disney's failure.

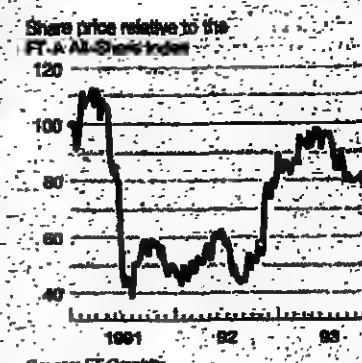
The Paris market, where the shares are mainly traded, was closed yesterday. On the New York Stock Exchange, Walt Disney shares dipped \$4 to stand at \$40 at lunchtime.

THE LEX COLUMN

Royal's cycle ride

FT-SE Index: 3099.7 (+1.2)

Burton Group



Strip out the tax credits and Shell's earnings from exploration and production actually fell in the third quarter. Strip out the currency effect and margins look distinctly weak. Not only is the crude price to blame. There is not much sign of Shell's much vaunted cost-cutting showing through. The oil price played to Shell's advantage further downstream in manufacturing and marketing. But it will be lucky to escape having to pass on some of this benefit soon. While a large part of the \$17m charged against chemical profits reflects the environmental clean-up at Rocky Mountain Arsenal, restructuring charges continue to space, again without much sign of benefit showing through.

Royal has pledged to maintain insurance rates even if that means surrendering market share. Not all of its peers will take such a disciplined attitude. With Direct Line starting to make inroads into household as well as motor insurance, competitive pressures could quickly force prices down. Higher profits next year look assured, for Royal as for other composite insurers, since premium increases take up to 18 months to flow to the bottom line. Royal should also benefit from reduced mortgage indemnity losses and improved results in reinsurance. But earnings of perhaps £300-400m in 1995 will not look an especially generous return on shareholders funds - now £2bn - if the industry subsequently hitches into another cyclical downturn.

Low interest rates are a reason for optimism that the underwriting cycle will be less severe this time around. In contrast to the 1980s, premiums paid by customers can no longer be parked in short-dated gilts to earn double-digit interest rates. That makes underwriting profits more important. Still, it takes a giant leap of faith to believe that a 28-year legacy of bad habits will be easily extinguished.

Shell

Last week's results from BP set the market expecting something of a gusher from Royal Dutch/Shell as well. It should perhaps be known better. Without BP's gearing, Shell is less well-placed to benefit from economic recovery. With its strong presence in the Far East it was less affected by the recession in the first place. But its lack of a recovery story leaves investors plenty of time to dwell on the impact of weak oil prices, especially as its high volume winter season looms.

Electrical retailing

Other's conclusion that the regional electricity companies are perfectly at liberty to lose money in retailing is curious, but wholly sensible. Other has no business determining what strategy the Recs pursue in non-regulated areas - so long as it does not impinge on their core businesses. Despite the embarrassingly large scale of the Recs' retailing losses, there are few grounds for such worry at present. Nevertheless, the OFT's encouragement of greater transparency of accounting

and market testing is a welcome attempt to ensure fair competition. It is a shame some Recs are proving recalcitrant.

Whether the Recs' shareholders should remain so sanguine is a different matter. The £105m of retailing losses they have accumulated is alarming. Yet, unlike the water companies, the Recs have a partial defence against the charge of wanton inheritance, considering they inherited most of their retailing interests when privatised. Most are now withdrawing. Yet Norweb is pressing ahead with an aggressive expansion programme. It will struggle to generate serious money from it, however. Electrical retailing is a tricky business, thanks to severe price disinflation for gizmos and fierce competition. If Dixons can make precious little money out of electrical retailing - excluding contributions from its highly-profitable warranties - it seems unlikely Norweb will do much better.

Burton Group

The market was unsettled by the slippage in Burton's second half sales following a particularly strong first six months to the year. This sales pattern is not what is expected of a so-called recovery stock at this stage of the consumer spending cycle. But there were some special factors at play. The repossession of Burton's chains confused shoppers. The ghostly summer led to Burton being caught with its trousers marked down. Marks and Spencer, aided by the devaluation gain at its UK supplier base, has also run riot on the high street.

Yet Mr John Hoerner has done well to lead Burton out of its trading corner and deserves the benefit of the doubt for the moment. There remains considerable scope for recovery in Burton's multiple chains. But the process may just take longer to realise than first assumed. The bigger long-term question is whether its multiple structure is appropriate for the 1990s. Operating so many chains dilutes Burton's economies of scale and complicates the management task. That perhaps argues for a demerger. The flotation of Alders revealed a healthy demand for department stores and the perky Debenhams could expect a still warmer response. Debenhams may have helped keep Burton afloat during the recession. But if management believes its restructuring rhetoric, the multiple chains are no longer in need of such a lifeline.

FT WORLD WEATHER

Europe today

Wintry conditions will persist over eastern Europe from the Black Sea to northern Scandinavia. The cold front, marking the boundary between mild and cold air, will cause cloud with outbreaks of snow. There will be some rain along southern sections of the frontal zone but in the cold air it will be sunny with unseasonably low temperatures. Cloud and rain will extend from western Scandinavia across the Alps and into the western Mediterranean. Thunder storms will develop along the Spanish coast and over Majorca. North-west Europe will remain unsettled with winds in Ireland reaching gale force.

Five-day forecast

Strong high pressure over Russia will keep eastern Europe cold and wintry. Milder conditions will make only very slow progress to the east giving cloud and snow. In south-eastern Europe, along this frontal boundary, a lot of rain will fall during the weekend. Unsettled and at times windy conditions will prevail in north-west Europe, especially in the British Isles.

TODAY'S TEMPERATURES

Location	Max	Min	Location	Max	Min	Location	Max	Min
Abu Dhabi	32	24	Cardiff	10	8	Frankfurt	10	8
Accra	32	24	Chicago	10	8	Geneva	10	8
Algiers	21	15	Cologne	10	8	Glasgow	10	8
Amsterdam	14	10	D'Almeida	25	21	Hamburg	10	8
Athens	14	10	Dallas	25	21	Helsinki	10	8
B. Amm	27	21	Delhi	31	25	Hong Kong	28	22
Baham	27	21	Dubai	31	25	Honolulu	28	22
Bangkok	27	21	Dublin	10	8	Isle of Man	10	8
Barcelona	15	11	Edinburgh	10	8	Jersey	10	8
Beijing	13	9	Faro	10	8	Karachi	28	22
						Kuala Lumpur	28	22
						Las Vegas	28	22
						London	10	8
						Los Angeles	28	22
						Luxembourg	10	8
						Madrid	10	8
						Manila	28	22
						Moscow	10	8
						Mumbai	28	22
						Nairobi	28	22
						Paris	10	8
						Perth	10	8
						Prague	10	8
						Rangoon	28	22
						Reykjavik	10	8
						Rio de Janeiro	28	22
						Rome	10	8
						S. Francisco	28	22
						Seoul	10	8
						Singapore	28	22
						Stockholm	10	8
						Strasbourg	10	8
						Sydney	28	22
						Taipei	28	22
						Taipei	28	22
						Tokyo	28	22
						Toronto	10	8
						Turkey	10	8
						Vancouver	10	8
						Verona	10	8
						Warsaw	10	8
						Wellington	10	8
						Winnipeg	10	8
						Zurich	10	8

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JP 11/15/93

INTERNATIONAL COMPANIES AND FINANCE

Trading starts on Fridays only for shares in Ciga

By Haig Simonian

SHAREHOLDERS in Ciga, the troubled Italian luxury hotels group controlled by the Aga Khan, will today have the chance to indicate for the first time their reaction to this week's announcement of a £700bn (\$425m) capital increase and restructuring plan.

Under an unprecedented ruling by the Consob stock market and companies watchdog, shares in Ciga can now only be traded once a week, on Fridays. The ruling followed a long period of suspension and almost normal trading last week.

The new rescue plan, prepared by Mediobanca, involves the injection of fresh capital, a partial moratorium on interest payments and the conversion of some bank debt into equity.

The new cash will come from Forte, the UK hotels group, which will contribute £500m in liquidity and also £300m in the form of Italian bank assets. Further details are expected to emerge after a Ciga board meeting early next month.

Ciga warned this week that if the proposals, which have received a hostile reception from some creditor banks, are not accepted at a special shareholders meeting on January 20, it might have to go into temporary receivership.

Italian bank creditors, which have lent more than £1,000bn to the loss-making group, are expected to approve the proposal.

However, foreign creditors, particularly those which have lent to Fimpar, the Aga Khan's holding company which controls Ciga, have been more hostile.

Barclays, a lender to both Ciga and Fimpar, recently came out strongly against the plan.

Opponents claim counter-offers by other hotel groups, such as an expression of interest from the US Hyatt group, have not been adequately considered by Mediobanca.

SAS seeks to reduce costs by up to SKr2.5bn

By Christopher Brown-Humes in Stockholm

SCANDINAVIAN Airlines System (SAS) yesterday announced plans to cut costs by between SKr2.5bn and SKr3.5bn (\$300m) in an acceleration of its drive to improve profitability and strengthen its financial position.

The airline, which disclosed a SKr1.13bn pre-tax loss for the first nine months on Wednesday, said it aimed to be back in profit by 1995 at the latest.

The cuts, which amount to about 16 per cent of the airline's controllable costs, centre on the closure of 12 unprofitable routes and the disposal of non-core businesses.

The group wants to avoid enforced job losses among its 39,000 staff, hoping instead for a reduction in numbers through natural attrition.

SAS said the cuts took into account its plans to merge with KLM Royal Dutch Airlines, Swissair and Austrian Airlines in the so-called Alcazar project, but added they would go ahead even if the proposed tie-up collapsed.

"It's important to Alcazar that we get our costs under control, but it's even more important if we end up standing alone," SAS said.

The group said its fleet had too many aircraft types, and it had an excessive amount of capital employed.

It did not disclose which non-core businesses would be sold. Candidates likely to be considered include its hotel, tour, catering and credit-card operations.

Among the routes to be closed between December 1993 and September 1994 are Copenhagen-Los Angeles, Bergen-London and Gothenburg-Amsterdam. The 17 aircraft made redundant are likely to be sold.

SAS said it was responding to the market situation. "The airline business remains in a state of crisis worldwide. The global recession, coupled with deregulation, has brought about wide-spread overcapacity and put intense pressure on fares," it said.

Schering sees 3% decline and unchanged dividend

By Christopher Parkes in Frankfurt

SCHERING, the Berlin-based pharmaceuticals and chemicals company, expects to pay an unchanged dividend of DM13 for 1993, on net profits likely to be down by about 3 per cent on last year's DM262m (\$153m), Mr Klaus Pohle, finance director, said yesterday.

At the nine-month mark earnings were DM194m compared with DM201m in 1992, according to an interim report. The company blamed the fall on increasing competition and price pressure in the drugs business, and falling plant protection sales.

Turnover in Germany, hit by recession and health service reforms, fell 12 per cent to

DM694m, while foreign business grew 4 per cent to DM236m.

The company's shares, which have performed strongly since its multiple sclerosis treatment, Betaseron, was approved by the US authorities last July, lost DM15 on the Frankfurt stock exchange, closing at DM1,080.

Schering stock has also benefited from the company's sharpened focus on the pharmaceuticals business. In its most recent move, it agreed to merge its plant protection operations with those of Hoechst, retaining only a minority stake.

According to Mr Pohle, sales of Betaseron in the US next year are likely to exceed DM300m compared with

DM30m in the current period. Approval for its use in Europe is not expected before 1995.

Meanwhile, the VCI federal chemicals industry association forecast another poor year for the sector in 1994. Although volume sales might improve, turnover and profits would remain unsatisfactory, it said.

For the current year, it expected volumes to fall 3.5 per cent and industry-wide turnover to drop almost 7 per cent. With an eye on the current wage negotiations, the association warned of more job cuts to come after 30,000 this year.

Unit labour costs in the first eight months of 1993 were more than 3 per cent up on the year, while average productivity had risen only 0.3 per cent.

Inco to take charge for reductions in output

By Bernard Simon in Toronto

INCO plans to take a US\$4m pre-tax charge against first-quarter 1994 earnings to cover the costs of recently announced cutbacks by the Toronto-based nickel producer.

At an analysts' meeting, Inco officials painted a mildly encouraging picture of the international nickel market, predicting a drop in Russian supplies to the west and a significant decline in inventories early next year.

While Inco's 1994 earnings will be hit by lower output and the shutdown charge, the company is giving high priority to further cost-reduction.

Its break-even nickel price is expected to fall below the \$3.13 per pound projected in 1993, down from \$3.18 last year. Capital spending will be cut to \$150m in 1994 from \$180m this year and a recent peak of \$270m in 1990.

Inco predicts that world nickel supply, excluding eastern Europe, Russia and China, will fall to 330m lbs in the first quarter of 1994, from 385m lbs in the final quarter of this year. London Metal Exchange stocks, which have risen steeply in the past three years, are expected to drop to 220m lbs from 270m lbs.

Inco plans to cut its own output by 16 per cent next year.

The dent in inventories will be compounded by a projected 40,000 tonne decline in non-LME stocks of Russian metal during 1994.

Foreningsbanken loss grows

By Christopher Brown-Humes

SWEDEN'S fifth biggest bank, Foreningsbanken, yesterday announced an operating loss of SKr1.46bn (\$180m) for the first nine months, up 52 per cent from the same 1992 period.

The result was dragged down by SKr3.35bn in credit losses, a 29 per cent increase from last year.

The bank expects a full-year loss of around SKr2bn and credit losses of more than SKr1.5bn.

The results were announced as the group unveiled details of a series of share offers, which could raise as much as SKr3.4bn in new equity as part of its plans to remain privately-owned and obtain a stock exchange listing.

The Swedish government is

providing a SKr2.5bn guarantee, which can be utilised by the bank if its capital adequacy falls below 9 per cent over the next three and a half years. At the end of September, the ratio was just 5.5 per cent.

A consortium centred on the LRF, the Swedish farmers co-operative, is guaranteeing SKr2.5bn of the new issue, which will be priced at SKr15 per share.

A further SKr400m worth of shares will be offered to Swedish and international institutions, while SKr300m is available for over-subscription.

The bank aims to be quoted on the Stockholm Stock Exchange from January 1.

STANDARD & Poor's, the debt rating agency, yesterday posted a negative outlook assessment on investor, the

main holding company of Sweden's powerful Wallenberg family, because of concerns about Saab-Scania, its 100 per cent owned vehicle and aerospace unit. A slide in profits at Saab-Scania contributed to an 80 per cent fall in investor's half-year profits to SKr406m as it was hit by weak demand.

S&P said the revision of its outlook assessment from the previous status of stable, did not necessarily imply that a downgrade in investor's rating would follow. But it reflected concern about Saab-Scania's medium-term ability to generate surplus cash flow for its parent amid "depressed market conditions and capital expenditure requirements".

The agency said this could force investor to rely on further asset sales.

German stores reveal link-up plans

By David Waller in Frankfurt

KARSTADT and Hertie, respectively the largest and third-largest department store groups in Germany, yesterday announced their intention to merge.

In a brief statement, the Essen-based Karstadt said its supervisory board had reached agreement with the trusts which control the privately-owned Hertie to buy all parts

of the smaller company's business.

The deal, details of which will be revealed today by Hertie, has been widely expected in Germany for several days.

It will create a group with turnover of DM23bn (\$16.8m). With sales of DM7bn last year, Hertie is about one-third the size of Karstadt, which had sales of nearly DM21bn in 1992.

The transaction is likely to value Hertie at DM1.5bn or

more. The rationale will probably be the need to combine forces, given the depressed state of the department store market.

The federal cartel office in Berlin has already hinted it will order the merged companies to sell stores in a number of cities including Berlin, where the two are well-represented. However, the deal as a whole seems unlikely to be blocked.

Unilever in Italian olive oil deal

By David Brown in Amsterdam and Haig Simonian in Milan

UNILEVER, the Anglo-Dutch consumer products group, is to acquire Bertolli, the Italian olive oil and vinegar business formerly owned by the state-controlled SME group.

Last month, SME, which is being slowly dismantled via sales to the private sector, sold its Cirio, Bertolli, De Rica (CBD) canned foods, edible oils and milk division to Fisvi, an agro-industrial holding company with extensive interests in southern Italy.

Fisvi has now sold Bertolli, Italy's second-biggest olive oils

group, to Unilever. The disposals, which had been expected, follow an earlier unsuccessful bid by Unilever to purchase the entire CBD division directly from SME's parent, the IRI state holding company.

Unilever has now achieved its aim of just acquiring the olive oil business, its target from the beginning. The deal, which encompasses the Bertolli olive oil brand, production and marketing operations in Italy, and foreign sales channels, will add \$150m to Unilever's worldwide turnover in olive oil.

No price for the deal has been disclosed. However, observers have estimated its value at some £1.50bn (\$91m).

Fisvi will use the proceeds to help finance its £307m purchase of the entire CBD group. It has announced a big rights issue to fund the remainder.

The transaction will consolidate Unilever's dominance of the £1.300bn Italian olive oil market, which it already leads with its San Giorgio and Dario brands. In 1991, the latter had a market share of about 14 per cent, against 8.5 per cent for Bertolli.

Unilever will also become the leading olive oil supplier in the US, with sales of nearly \$75m.

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Payment of principal will be made on or after the Redemption Date against presentation and surrender of the Securities at the specified office of the Principal Paying Agent or any Paying Agent listed below in accordance with the terms and conditions of the Securities.

Securities should be presented for payment with all unexpired Coupons, failing which the amount of any such missing unexpired Coupon will be deducted from the sum due for payment.

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Compañía Naviera Perez Companc S.A.C.F.I.M.F.A.
Madrid 1, 1993 - Buenos Aires, Argentina
By: The Chase Manhattan Bank, N.A.
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November 12, 1993

La Groupe Vidéotron Ltée

NOTICE OF REDEMPTION
To the holders of the 7 1/2% Convertible Debentures due March 31, 2002

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Trust Deed dated March 31, 1987 between La Groupe Vidéotron Ltée (hereinafter called the "Company") and General Trust of Canada, as trustee, the Company will redeem prior to maturity on December 10, 1993 (hereinafter called the "Redemption Date") all the 7 1/2% Convertible Debentures due March 31, 2002 (hereinafter called the "Debentures") which shall be outstanding on the Redemption Date, at a redemption price equal to 104.50% of their principal amount together with accrued and unpaid interest on said principal amount to the Redemption Date, payable on the Redemption Date in lawful money of Canada:

(a) as concerns the Fully Registered Debentures, at any branch in Canada of The Toronto-Dominion Bank;

(b) as concerns the Coupon Debentures, at the offices of Banque Paribas Luxembourg, the principal paying agent, or at the offices of the other paying agents designated in the certificates evidencing the Coupon Debentures.

Payment of the redemption price (\$1,055.00 per \$1,000 principal amount of Debentures) including the redemption premium of \$45.00 and the interest of \$14.50 will be made to holders upon presentation and surrender, at the branches or offices hereinbefore mentioned, of the Debentures together with, in the case of Coupon Debentures, all interest coupons, appertaining thereto bearing Number P-14 to P-30. Holders may also present such securities, together with a copy of this Notice, to the bank or financial institution with whom they normally deal and who, in turn, will obtain payment, as concerns the Fully Registered Debentures, from The Toronto-Dominion Bank or, as concerns the Coupon Debentures, from Banque Paribas Luxembourg.

Pursuant to the provisions of the Trust Deed referred to above, the Debentures may be converted into Subordinated Voting Shares of the share capital of the Company at any time prior to the close of business on the day prior to the Redemption Date, being December 9, 1993, at a conversion price of \$22.00 per Subordinated Voting Share (being a conversion ratio of approximately 45.45 Subordinated Voting Shares for each \$1,000 principal amount of Debentures).

AND NOTICE IS HEREBY GIVEN that interest shall cease to accrue upon the Debentures so called for redemption from and after the Redemption Date, and coupons for interest to accrue after the Redemption Date upon the said Debentures shall become null and void.

Montreal, November 8, 1993.

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on behalf of
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NOTICE OF EARLY REDEMPTION
To the Holders of all outstanding

WELLS FARGO & COMPANY
US\$150,000,000
Floating Rate Subordinated Notes Due 1994
ISIN US 949740 AV 63

NOTICE IS HEREBY GIVEN that, all of the outstanding US\$150,000,000 Floating Rate Subordinated Notes Due 1994 (the "Notes") issued by Wells Fargo & Company (the "Company") will be redeemed by the Company on December 15, 1993 (the "Redemption Date"). The Company will redeem the Notes at 100% of their principal amount together with accrued and unpaid interest to the Redemption Date (the "Redemption Price"). In the case of a Bearer Note payment will be made by a US dollar check drawn on, or by transfer to a US dollar account maintained by the payee with, a bank in New York City upon presentation and surrender of the Note together with all Coupons appertaining thereto maturing on or after the Redemption Date at the offices of the Paying Agents listed below. Payments of principal on a Registered Note will be made by US dollar check drawn on a bank in New York City against surrender of the Registered Note at the New York City Office of Morgan Guaranty Trust Company of New York (the "Registrar"). Upon application by the holder to the specified office of the Registrar not later than November 30, 1993 (the "Record Date") payment may be made by transfer to a US dollar account maintained by the payee with a bank in New York City. Payments of interest on a Registered Note will be made in the usual manner. Interest on the Notes shall cease to accrue thereafter and the Coupons for any such interest maturing after the Redemption Date shall be void, irrespective of whether or not such Note and Coupons have been surrendered for payment of the Redemption Price. The Notes are being redeemed pursuant to the provisions of the Indenture dated as of September 1, 1984, as amended and supplemented, between the Company and Morgan Guaranty Trust Company of New York, as Trustee.

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Under the Internal Revenue Code of 1986, as amended, we may be required to withhold 31% of any gross payment made to holders who fail to provide us with, and certify under penalty of perjury, a correct taxpayer identification number (employer identification number or social security number, as appropriate) on or before the date the securities are presented for payment. Those holders who are required to provide their correct taxpayer identification number on Internal Revenue Service Form W-9 and who fail to do so may also be subject to a penalty under the Internal Revenue Code of \$50. Certain holders who are not US persons may be required to submit a completed Internal Revenue Service Form W-8 to avoid such withholding.

By: Morgan Guaranty Trust Company of New York
as Trustee

Dated: November 12, 1993

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In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 15th November 1993 to 15th December 1993 the Notes will carry interest at the rate of 3 1/8 per cent per annum.

Interest accrued to 15th December 1993 and payable on 12th January 1994 will amount to US\$30.21 per US\$100,000 Note and US\$302.08 per US\$100,000 Note.

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Notice to the Shareholders

The Board of Directors of the Sicav has decided on October 29, 1993 the payment of interim dividends for the following compartments:

Sterling Fixed Interest	£ 0.30 per share
European Fixed Interest	DM 0.30 per share
Global Bond	US\$ 0.30 per share

The dividends will be paid on November 22, 1993 to shareholders on record on November 12, 1993 (NAV per November 11, 1993) against remittance of coupon N° 6. The shares will be quoted ex-dividend as from November 15, 1993 (NAV per November 12, 1993).

Paying Agent: Kreditbank S.A. Luxembourg
43, boulevard Royal, L-2955 Luxembourg

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INTERNATIONAL COMPANIES AND FINANCE

Microsoft alters distribution chain for Europe

By Alan Cane

MICROSOFT, the world's largest personal computer software supplier, is changing its European distribution methods as part of its strategy of retreating from activities other than software development and manufacture.

It plans to eliminate one link in the software distribution chain to European customers.

The group intends to open a European distribution centre at its manufacturing facility in Dublin, Ireland, which will eventually provide a single warehouse and distribution service for its European distributors.

In the UK, Microsoft's principal distributors are Merisel and Frontline.

The new Irish distribution centre will remove the need to carry inventory in each country and Microsoft's warehouses will be phased out over the next year.

The company has been acting as its own master distributor in Europe, importing prod-

ucts separately in each country and supplying them to distributors.

"Microsoft is a software company, not a distributor and if we are to continue to be successful we must focus on this," said Mr Bernard Vergnes, president of Microsoft Europe.

"In the past five years we have seen Europe move towards being a single market with more companies wanting to do business at a pan-European level," he added.

The company is working with distributors to establish electronic links which will enable products to be manufactured to order.

Distributors will place orders directly with the manufacturing plant. Microsoft operates this system in the US where it deals with only three main distributors.

In comparison, it has arrangements with almost 100 distributors in Europe. The company's Irish manufacturing plant is producing software at the rate of about 12m units a year.

Nedcor increases earnings by 17%

By Philip Gawth in Johannesburg

NEDCOR, South Africa's fourth-largest bank, met market expectations with a 17 per cent rise in earnings per share to 251 cents in the year to September, from 215 cents last time.

The results, which are identical to those of its two main competitors, confirm the bank is in sound health. Its shares have enjoyed a substantial re-rating over the past year, their price rising to R24 from a low of R13.75 in November 1992.

There was a good performance from the bank, the home loan arm of the group, which has encountered problems through its high exposure to the difficult township market. The bank increased net income by 22 per cent to R85m (\$19.3m) from R70m.

Mr Richard Laubscher, managing director, said the bank's bad debt level was 20 per cent down on last year, and that 94 per cent of the total bond book was fully paid up to date.

Net interest income in the group rose by 11 per cent to R1.8bn from R1.62bn, while other income rose by 14 per cent to R1.18bn from R1.04bn. Specific and general risk provisions increased by 22 per cent to R282m from R231m - more than that of some competitors. Mr Chris Liebenberg, chief executive, said: "We want to be as conservative and realistic as possible."

A 9 per cent fall in the tax bill helped boost attributable earnings by 23 per cent to R501m from R408m.

The dividend rose by 17 per cent to 77 cents per share from 66 cents. Group advances grew to R40bn from R34.7bn and total assets rose to R51.7bn from R47.3bn.

Correction National Commercial Bank

TOTAL assets of Saudi Arabia's National Commercial Bank stood at SR63.7bn in 1992, and not SR26bn as stated in some editions yesterday.

Litigation gives Mitsui second thoughts

Robert Thomson examines the setback in plans for a merger of two Japanese pharmaceutical groups

ON SIGNING a merger agreement with Toyama Chemical earlier this year, executives at Mitsui Pharmaceuticals were delighted at extending their range of antibiotics and issued an optimistic profit forecast for the new company's first year of trading.

But a closer look at Toyama Chemical has prompted Mitsui Pharmaceuticals and the Mitsui group to step back from the agreement reached in April, and request that the two sides restart negotiations in the hope of signing another contract late next year.

Mergers are rarely simple in Japan, as prospective partners are often unable to agree on the mixing of their rigid management hierarchies. But the scrapping of the Toyama-Mitsui agreement highlights how the excesses of the so-called "bubble era" of the late 1980s have added to the risks of corporate marriage.

The delay is a loss of face for both companies, but Mitsui Pharmaceuticals, a subsidiary

of Mitsui Toatsu Chemicals, thought it safer to wait until the settlement of litigation pending over the collapse of a Toyama affiliate, Yubo Chemical, which had debts estimated at ¥40bn (\$373m) when it failed in late 1990.

Yubo was a conservative chemicals company until the late 1980s, when it diversified into property development and became friendly with the recently dissolved Itoman trading house group, which found itself entangled in art scams and underworld deals.

Sanyo General Capital, a financial affiliate of Sanyo Securities, a second-tier Japanese broker, has launched a legal action against Toyama Chemical to recover ¥5bn in compensation for loans made to Yubo.

The prospect of inheriting at least one legal action, and perhaps more if the case was suc-

cessful, led Mitsui Pharmaceuticals to think again. The retreat was complicated, however, as Sakura Bank, at the centre of the Mitsui family of companies, is also a main bank of Toyama Chemical.

"In principle, there is no problem, but the companies will make a new agreement based on the most recent financial data. We will also solve problems relating to computer systems, company rules and the legal case," Mitsui Toatsu said.

Mitsui says that "we are told" that Toyama will have no responsibility, but "we will see what happens in the court case". Toyama is more enthusiastic, arguing that the merger will definitely be remade when the two sides sort out differences over management structures and computer systems.

These are the more common disagreements between potential merger partners, along with asset valuation, which was sometimes arbitrary before the bubble era, and has since become an even greater source of contention. Companies have been very reluctant to write down the value of assets in the wake of the bubble's collapse.

An emerging problem is redundancy payments, as many Japanese companies have failed to keep pace with retirement benefit schemes, partly because only 40 per cent of the provisions are tax deductible. But the need to cut workforces creates a larger than expected liability for companies merging with or acquiring an underfunded partner.

In the longer-term, as Toyama and Mitsui discovered even before joining hands, keeping middle managers

happy and streamlining the hierarchy are difficult to balance. Nippon Steel, the world's leading steelmaker, was created in 1970 through the merger of two companies, and the presidency is still alternated between managers who joined from the two different streams.

However, Mitsui had been prepared to tackle these difficulties in the hope of building a pharmaceutical company comparable to those of the Mitsubishi and Sumitomo keiretsu, or corporate families. Mitsui also said that it and Toyama had research and marketing systems that would complement rather than compete with each other.

Despite these benefits, the Mitsui group has decided that it doesn't want a share of Toyama's legal troubles. Another new characteristic of the post-bubble climate is a greater willingness by Japanese companies to take legal action to settle disputes.

Mitsubishi Petrochemical in the red in first half

By Robert Thomson in Tokyo

MITSUBISHI Petrochemical, the Japanese plastics and chemical producer, reported a ¥5.4bn (\$50m) pre-tax loss for the first half to September, as leading customers demanded price reductions during a difficult trading period.

In the same period last year, Mitsubishi Petrochemical had a pre-tax profit of ¥8bn, but it slipped into the red as sales in the first half this year were down 9.6 per cent to ¥169.7bn, partly because industrial customers were hurt by the yen's appreciation and the advantage of cheaper imported raw materials was lost.

Profits were eroded by maintenance work at a petrochemical complex. For the full year to March, it is forecasting a pre-tax loss of ¥5.5bn, against a profit of ¥8.3bn last year, on

sales of ¥360bn, down from ¥372bn. It said an interim dividend would not be paid.

Asahi Chemical Industry, the chemicals, plastics and synthetic fibre producer, said its pre-tax profits fell by 50 per cent to ¥8.77bn during the half year to September and sales by 8.3 per cent to ¥456.4bn.

It expects profit for the full year of ¥22bn, down from ¥35.5bn last year and from its previous forecast of ¥30bn.

Teijin, Japan's leading maker of polyester, suffered a 33.2 per cent fall to ¥6.06bn in pre-tax profit for the first half. Textile sales fell 13.7 per cent and chemical sales 9.5 per cent.

Total sales slipped 3.8 per cent to ¥154.8bn, and sales for the year are forecast at ¥320bn, a fall from ¥339bn last year. Pre-tax profit for the year is expected to be ¥11.5bn, compared with ¥17.5bn last year.

NEWS IN BRIEF

More calls to China lift KDD

KDD, Japan's international telecommunications company, posted a rise in six-month sales and profits due to an increase in international calls to China and other Asian countries, writes Emiko Terazono.

Unconsolidated pre-tax profits for the first half of 1993-94 rose by 31.3 per cent to ¥18bn (\$149m) on a 3.5 per cent advance in sales to ¥134.4bn. After-tax profits increased by 52.4 per cent to ¥10.5bn.

For the full year to March, KDD expects pre-tax profits to rise by 12.4 per cent to ¥30bn on a 3.3 per cent increase in sales to ¥348bn.

Malaysian utility profit up 31%

TENAGA Nasional, the partially privatised Malaysian electricity utility, has announced pre-tax profits for the year ending August 31 1993 of M\$1.85bn (US\$728m), a 31

per cent rise on last year's figure, writes Kieran Cooke in Kuala Lumpur.

Revenues were up 18 per cent to M\$5.03bn while earnings per share rose 15 per cent to 50.8 Malaysian cents. The total dividend for the year was 12 Malaysian cents.

Tenaga, in which the government still owns a stake of more than 70 per cent, is one of Malaysia's biggest listed companies.

The electricity utility has had a difficult year and came under strong criticism following serious power shortages.

Pasminco plans to raise A\$88m

PASMINCO, the Australian zinc and lead producer, yesterday announced plans to raise A\$88m (US\$66m) of new capital by a private placement of 72.1m new shares at A\$1.22 each, writes Nikki Tait in Sydney.

The move will increase Pasminco's issued capital by about 10 per cent. Pasminco's two biggest shareholders, CRA and North Broken Hill, both participate in the issue, subscribing for approximately 21.6m shares, or 3 per cent of the

pre-placement issued capital. This is the maximum they are allowed to subscribe for under the Australian law.

CRA and North Broken Hill will fund the purchase by converting approximately A\$26.4m of a \$40m drawn portion of a loan facility which they have provided to Pasminco. The total facility is for A\$100m.

Pasminco said that it would use the funds to reduce debt, which has already fallen recently due to the sale of a UK zinc smelter to MIM. It added that negotiations with the Dutch authorities over the Budeco zinc smelter in the Netherlands, in which it holds a 50 per cent interest, had "progressed constructively" and it expects agreement to be reached before the end of 1993.

Alcoa acquisition

ALCOA, the integrated aluminium producer, is taking a one-third stake in Australian Fused Materials, a West Australian producer of fused alumina for refractory applications, writes Nikki Tait.

The stake is being bought by ACAP Australia, which is jointly owned by Alcoa of Australia and the industrial chemicals division of the Aluminum Company of America.

Economic slump boosts Japanese suit makers

By Emiko Terazono in Tokyo

JAPAN'S discount suit makers saw interim profits for the six months to September surge as consumers turned to cheaper products due to the prolonged economic downturn.

Aoyama Trading, the leading manufacturer and retailer of office workers' blue suits, reported a 34.5 per cent jump in non-consolidated pre-tax profits to ¥12.2bn (\$114m) on a 38.7 per cent rise in sales to ¥76.5bn. After-tax profits soared by 41 per cent to ¥7.2bn.

The company, which is known for its aggressive discounts, has been actively launching new outlets throughout the country.

It opened a store in the luxury shopping area of Ginza in Tokyo this year. For the full year to March, Aoyama expects a 15.9 per cent rise in pre-tax profits to ¥35bn on a 24.6 per cent increase in sales to ¥150.5bn.

Aoki International said its interim pre-tax profits rose by

8.3 per cent to ¥5.2bn, helped by an expansion of sales outlets.

Half-year sales advanced by 10 per cent to ¥35.1bn, while after-tax profits rose by 3.5 per cent to ¥2.5bn.

The company said sales at existing stores were stagnant because of the bad summer weather, but it saw an increase in demand for its original design items. For the full year to March, Aoki expects a 20.7 per cent rise in pre-tax profits to ¥13.6bn on a 16.4 per cent advance in sales to ¥99bn after the planned launch of 21 new stores.

Sanryo, the Japanese drug company, said pre-tax profits for the half year to September rose by 11 per cent to ¥38.7bn due to firm sales and cost-cutting efforts.

The company posted a 2.7 per cent increase in sales to ¥306.2bn and a 27 per cent rise in after-tax profits to ¥17.5bn.

For the year to March, the company expects a 9.5 per cent rise in pre-tax profits to ¥77bn, while sales are expected to remain almost flat at ¥395bn.

The Financial Times plans to publish a Survey on Belgian Banking and Finance

On Thursday November 25.

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*Source: The International Investment Company Worldwide 1991/1992

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CALLING OF A SHAREHOLDERS MEETING

The shareholders of Credito Italiano are called to attend an Extraordinary Shareholders Meeting to be held on November 20, 1993 at 3.30 p.m. in the Bank's registered office in Genoa, in Via Dante 1. If necessary a second sitting will be held on November 27, 1993 at the same address and at the same time, to discuss and debate upon the following

Agenda

- 1) To amend the following articles of the company's Articles of Association: 5, 6, 12 and 16.
- 2) To give shareholders holding savings shares, the possibility of converting these into ordinary shares. The conversion ratio would be one ordinary share for each savings share held, against payment of Lit. 160 for each share converted.
- 3) To establish the period for the conversion. This would run from January 17, 1994 to February 11, 1994. After this, no further conversions may be requested.
- 4) To establish the date of January 1, 1993 as the dividend-bearing date for the new ordinary shares deriving from the savings shares.
- 5) To amend - once the conversion period in which the requests to convert savings shares into ordinary shares has expired - Article No. 5 of the Articles of Association, changing the number of ordinary and savings shares which represent the bank's capital to reflect the converted shares.
- 6) To grant the Managing Directors all powers needed to render the above resolutions executive, to accept and incorporate into same and into the new Articles of Association any and all changes, to make all additions and cancellations requested by the regulatory authorities or by the Courts when certifying them, and to then proceed to deposit and register same as called for by law, and to establish and define any and all other formalities regarding the conversion of savings shares into ordinary shares.

All shareholders holding ordinary shares with voting rights may attend the meeting, providing that they are listed in the Shareholders Register, and that they have deposited their shares with any Credito Italiano branch or with Monte Titoli S.p.A., at least five days before the date scheduled for the Shareholders Meeting.

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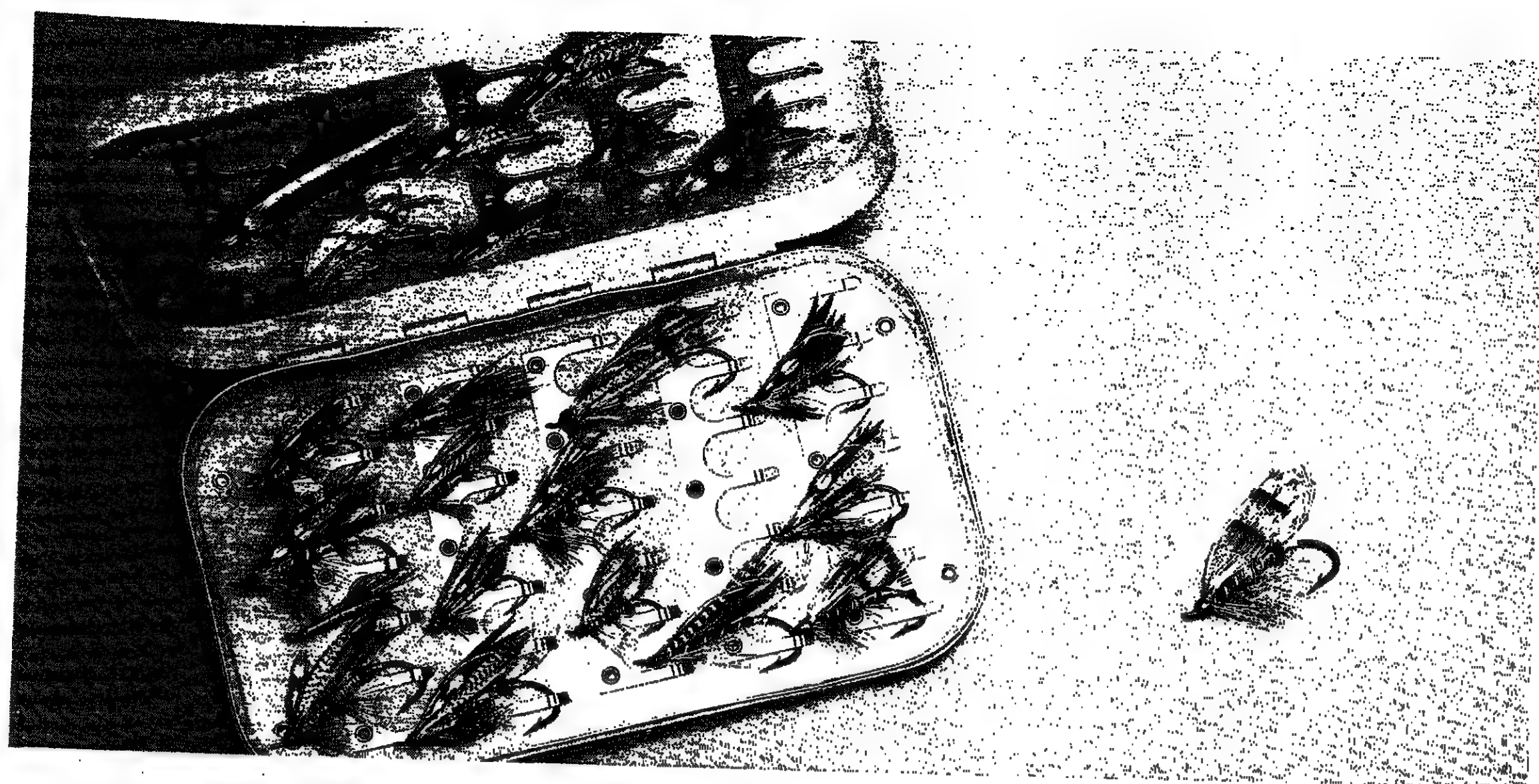
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Figure 1. Schematic representation of the experimental design. The subjects were divided into two groups: the control group (CG) and the experimental group (EG). The CG was subjected to a control protocol (CP) and the EG to an experimental protocol (EP). The CP consisted of a 10-min rest period followed by a 10-min work period. The EP consisted of a 10-min rest period followed by a 10-min work period. The work period was divided into two phases: a 5-min phase of low intensity (LI) and a 5-min phase of high intensity (HI). The subjects were then subjected to a 10-min rest period followed by a 10-min work period. The work period was divided into two phases: a 5-min phase of low intensity (LI) and a 5-min phase of high intensity (HI). The subjects were then subjected to a 10-min rest period followed by a 10-min work period. The work period was divided into two phases: a 5-min phase of low intensity (LI) and a 5-min phase of high intensity (HI).

COMPANY NEWS: UK

£8.9m provision for Amtec and dividend lower than expected

Northumbrian Water dips 42%

By Peggy Hollinger

NORTHUMBRIAN Water, the smallest of the privatised water companies, has paid the price of unsuccessful diversification with a 42 per cent drop in interim profits and a lower than expected dividend.

Sir Frederick Holliday, the chairman, announced pre-tax profits of £22.6m for the six months to September 30, while sales were 20 per cent ahead at £143.2m. The shares, which had fallen from 690p last week on rumours of heavy provisions, closed 9p down at 650p.

The sharp profits fall was largely due to an £8.9m provision for Amtec, the underground pipe maintenance business which was one of Northumbrian's earliest diversifications post-privatisation. Amtec, purchased for a total of £5.5m, incurred a further £2.2m in operating losses.

Northumbrian's failure on Amtec follows a £25m provision at Thames Water last month and is likely to fuel further the debate over diversification. "It will reinforce investor nervousness about the quality of the unregulated earnings in the water industry," says Mr Robert Miller, Bakewell of NatWest Securities.

Mr Michael Taylor, finance director, admitted Northumbrian had made mistakes with Amtec. "We did not successfully integrate the businesses we bought," he said. A lack of experience had also left Northumbrian ill-equipped to deal with competition in a declining market, he said.

Profits were also depressed by an £8m fall in investment income to £800,000. The group expected this to recover by at least £7m in the second half because of bond investments.

Mr Taylor said the company had achieved a "very strong performance" from the core water and sewage businesses. Operating costs had been cut by about £2m to £72m, with pre-tax profits up from £30.8m to £39.2m. The non-regulated businesses, including Amtec, returned a £400,000 loss against profits of £3.4m last time.

The dividend was increased by 8 pence to 8.1p (7.5p) and Northumbrian expected to pay a final of 16.2p. Earnings per share fell from 56.7p to 30.3p.

COMMENT

Although the provisions include goodwill adjustments of £8m, the losses and remaining charges are proportionately as significant for Northumbrian as those unveiled



Sir Frederick Holliday, chairman (left) and David Cranston, chief executive of Amtec, in a meeting.

recently by Thames. Add to that questions over the reliability of earnings from its investments and Northumbrian does not seem to have come far since privatisation. The regulated business, like

others in the sector, appears solid. This will help it achieve forecast profits of £63m after exceptional, against £56m last year. On a prospective p/e of 7.2, it would appear the jury is still out.

Waddington advances 16% to £9m

By Peter Pearce

PROFIT RISES in its packaging and games divisions offset a fall in the printing side at John Waddington and led to a 16 per cent pre-tax increase from £7.7m to £9.0m in the 26 weeks to October 3.

Although the advance was broadly in line with expectations, the shares slipped 12p to 245p, affected by the mixed nature of the results.

In the packaging division, overall operating profits rose to £3.1m (£2.58m) on turnover up at £74.5m (£61.7m). Within the plastic packaging side, the US food services business performed well, lifting operating profits by £1m to £2.7m on turnover up at £33.5m (£31m). Carriage Cup Company, bought in May for £6.4m (£3.67m), chipped in profits of £400,000 on sales of £4.6m.

Mr Geoff Gibson, finance director, said

Carriage added a more downmarket range to the existing portfolio. There had been a 35 per cent increase in volumes in the US to meet demand, but the price had been a certain lack of efficiency.

On the food and drinks side, profits slipped to £1.4m (£1.5m) on turnover of £22.5m (£21.2m).

Within paper and board packaging, cartons slipped profits 17 per cent to £1.1m (£1.3m) on turnover up at £18.3m (£15.3m). However, the labels business increased its losses to £300,000 (£200,000) on turnover up at £6.5m. Mr Gibson said that although the loss labels contract had been replaced with new business, albeit at lower margins, there had been problems with self-adhesive labels.

Mr Martin Buckley, group chief executive, said he was "disappointed" with the specialist printing division, where profits shrank to £1.6m (£2.38m) on sales of £28m

(£33.6m). The decommissioning of a press at Chorley, the confidential printer, had led to a one-off dent in profits, though higher margin work has been possible since. The recession on the Continent had hit the continuous stationery side.

The cash-generating games division lifted profits to £2.2m (£2m) on turnover down £500,000 at £11.5m. "Essentially a marketing business", according to Mr Buckley, it is now moving into the toys side with a distribution deal for radio-controlled toys.

About a third of Waddington's business is in the US where it is seeking acquisitions - "the multiples expected are more reasonable", said Mr Gibson.

Group turnover climbed to £118.2m (£108m) and operating profits to £9.33m (£9.48m). The interim dividend is raised to 3.5p (3.4p) payable from earnings of 8.13p (7p) per share.

IMC enters battle for control of ICD

By Nigel Clark

THE BATTLE for control of International Communication & Data, the marketing services company, took a new twist yesterday when IMC Industries announced it was raising £994,000, part of which may be used to take up an option on ICD shares.

The move could give IMC, the USM-quoted soft drinks and leisure group, a stake of up to 11 per cent which would be used to support three of the present ICD board members, including Mr David Clurel, the chairman, retaining their positions.

Mr Clurel, who is also chairman of IMC, said the decision

to take up the option depended on a number of other factors being in place. He declined to say what these were saying that he did not want to give away too much information to the opposition.

PSB Group, a direct marketing company in which Mr Stephen Morris has an interest, is attempting to replace the three directors with its nominees giving it control of the board. PSB claims to control 23.6 per cent of voting rights in ICD.

The option was granted on 6.55m shares at 7p in lieu of a fee for the services of Mr Clurel as non-executive chairman. Since his appointment a reorganisation of ICD has been undertaken. ICD's shares

closed at 11p, down 1/2p. IMC is raising the cash through a placing of 11.3m shares at 3 1/2p with Mercury Asset Management, giving it a holding of 4.3 per cent, and a 1-for-10 rights issue at the same price. IMC shares closed

unchanged at 3 1/2p. Mr Clurel said he was expecting a placing of 11.3m shares at 3 1/2p with Mercury Asset Management, giving it a holding of 4.3 per cent, and a 1-for-10 rights issue at the same price. IMC shares closed

Penna losses at £118,000

PENNA, the USM-quoted holding company for the Sanderson & Sons' outplacement consultancy, yesterday announced pre-tax losses of £118,000 for the half year to September 30 against profits of £10,000.

In September, when the company issued a statement warning of an interim loss, the

shares fell by 36p to 130p. Yesterday they closed unchanged at 127p.

Mr John Beard, chief executive, said the outplacement market was less active than last year and the group's focus had been to cut overheads and introduce new levels of service in response to the highly competitive environment and client requirements.

He added that the directors would continue to review appropriate opportunities for expansion or diversification into related business sectors. Turnover fell to £3.89m (£5.42m). Losses per share came through at 2p (13.5p earnings) and the interim dividend is cut to 1p (3p).

Appleby Westward drops 28%

SHARES IN Appleby Westward Group dived 20p to 175p after the USM-quoted grocery distributor reported a 28 per cent decline in pre-tax profits to £730,000 for the 26 weeks to September 11.

Sales for the period were down 8 per cent to £28.2m, while earnings per share fell to 8.5p (11.9p). However, an unchanged interim dividend of 3.2p is declared.

Mr Roger Harvey, the chairman, explained that the shortfall partly reflected the planned reduction in gross margin necessary to help the

company's retailers. Additional costs were also incurred in reducing the workforce and re-aligning the productivity payment scheme to its warehouse and transport staff.

Following an agreement with Watson & Phipps, its distribution network now covers Wiltshire, Hampshire and the Isle of Wight. Although the initial transition had gone smoothly, Mr Harvey said commission payments to Watson would affect profits, especially in the first two years of the six-year agreement.

Ruberoid flotation price fixed at 150p

By Catherine Milton

A PRICE of 150p a share was fixed yesterday for the flotation of Ruberoid, valuing the roofing subsidiary Tarmac at spinning off to the market at about £72m.

Roughly 60 per cent of Ruberoid's turnover is in commercial contracting, of which about 70 per cent is refurbishment. The balance of its sales come from manufacturing and distributing a range of bituminous waterproofing systems.

The issue will raise £88.8m for existing shareholders, principally subsidiaries of Tarmac, and £2m for the company.

More than 30m shares, 65 per cent of the issue, are being placed with institutions. The balance, 16.5m shares, is being placed subject to claw-back under the public offer for sale.

On forecast pro forma pre-tax profits of £7m for the year to end-December, the issue price gives a pro forma p/e of 14.3 times.

The total dividend of 5.4p the

directors would have recommended for the year to December 1993 if the company had been independent would have given a gross yield of 4.5 per cent.

The offer closes on November 18 and dealings are expected to start on November 25.

COMMENT

Contracting is a low margin business carrying some risks. In the UK Ruberoid's main market, new construction, is limited by the glut of commercial property. The company's reliance on refurbishment is therefore a comfort. Also, Ruberoid has already taken full provisions against contracting losses and enjoys good shares in its markets. The risks and low growth profile are reflected in the company's cheap 14.3 times rating which compares with others in the mid-20s in the building materials sector. Coupled with its dividend yield the stock Tarmac failed to sell to a trade buyer should reach a reasonable premium in a high market.

Business Post margins decline

By Andrew Bolger

SHARES IN Business Post Group, the parcel and express mail company which came to the market in June, fell sharply yesterday after its first results showed a drop in profit margins.

Shares in Business Post were placed with institutions at 120p, valuing the group at £50m, but they yesterday shed 22p to 113p.

Pre-tax profits increased by 15 per cent to £2.2m in the six months to September 30, while sales rose by 23 per cent to £19.1m. Gross profit margins fell to 14.3 per cent from 14.3 to 11.7 per cent.

Mr Torquill Montague-Johnstone, finance director, said the group had succeeded in broadening its customer base by attracting larger customers, but this work yielded lower profit margins. However, he hoped the group would be able to maintain profit margins at their existing levels through managing the business mix.

Mr Peter Kane, chairman, said: "The flotation is enabling the group to widen its customer base, attracting larger customers whilst increasing the level of traditional business and thereby improving the overall quality of the group's earnings."

Despite the slower than expected recovery from recession, the number of consignments by Business Post Ltd had increased by 35 per cent. The two smaller subsidiaries, UK Mail and Business Post International, had increased the number of consignments handled by 86 per cent and 71 per cent respectively.

Mr Kane said the group was now in a strong financial position to extend its regional hub network. New hubs were being built in Manchester, Bristol and Leeds and all would start operating in the new year.

He said: "These developments will greatly enhance capacity and operational efficiency and are expected to generate incremental profits." Mr Kane said the second half had started well: "October and November are typically two of the best trading months and October revenues were comfortably ahead of last year, with Business Post Ltd achieving record consistent volume in recent weeks."

Earnings per share rose to 3.3p (3.2p) and the interim dividend was 1.2p, compared with a notional 0.97p before.

Three 'interested' in Body Shop Singapore franchise

By Maggie Urry

INGHAPE, Littlewoods and Jusco are all interested in buying the franchise of Body Shop International's Singapore business and head franchises in a number of other Asian countries, Ms Anne Downer, the former head franchisee, claims in the writ she issued against Body Shop.

Ms Downer claims Body Shop turned down the three companies as potential purchasers. Body Shop said it could not comment on the three companies, but said it disputed all Ms Downer's claims. It is thought Body Shop did not receive formal offers from the three, which were dealing with Ms Downer. The writ was issued in response to Body Shop's closure of the 11 shops in Singapore.

Ms Downer's franchise to operate the Singapore business originally expired in October 1991. After some negotiation she agreed with Body Shop to continue with the franchise until October 29 1993, while trying to sell the business.

Any buyer would have to be acceptable to Body Shop. Body Shop said yesterday it had adhered to this agreement at all times.

Ms Downer appointed Schroders Asia to handle the sale and it approached a number of possible buyers with an information memorandum. She claimed the three companies had indicated a strong interest in buying the business, but that Body Shop rejected them. Ingcape has international marketing activities, handling the import, distribution and marketing of a number of lead-

ing brands in East Asia and occasionally operates retail outlets. Littlewoods is a large chain store operator in the UK. Jusco is an important Japanese retailer, which operates the Body Shop business in Japan.

When she had not sold the business by the expiry date, Body Shop was awarded an interim injunction against Ms Downer in Singapore. However, Ms Downer is claiming she was entitled to a further eight week extension of the franchise.

The Singapore business accounts for less than 1 per cent of Body Shop's worldwide retail sales. The businesses in other territories where Ms Downer was the head franchisee - Brunei, Indonesia, Malaysia, the Philippines, Thailand and Taiwan - are being operated by sub-franchisees.

Swithland listing in jeopardy as result of placing uncertain

By Paul Chesswright, Midlands Correspondent

THE ATTEMPT to place shares in Swithland Group, the Midlands motor retailer, ends this morning against a background of City predictions that not enough shares will be sold to allow its plans for a listing to go ahead.

Swithland's placing was planned in two stages: first the sale of 12.34m new shares to raise £10m gross and 370,370 shares owned by Mr John Hayes, the founder and chief executive; and, second, the sale of 5.7m shares owned by NatWest Ventures, Swithland's venture capital backer, and the Hayes family. The price of the shares was 61p each.

The placing, sponsored by Ionian Corporate Finance, was not underwritten and the issue prospectus stated that if Harris Allday Lea & Brooks, the brokers, could not sell all the 12.7m shares of the first stage, the placing and plans

for admission to the Stock Exchange would be abandoned.

City concern about Swithland appears to have increased following reports of its brushes with the Office of Fair Trading on questions of consumer credit regulation.

Swithland, itself, acknowledged in its prospectus two legal disputes with APS Realisations and Dixon Moutrie Silks, which are advertising agencies, the first being in administrative receivership.

In both cases the agencies are claiming that Swithland has not paid its fees. In both cases Swithland is making counter-claims.

The placing was designed to provide funds for expansion and to provide an exit, or partial exit, for NatWest Ventures. In what looks now as the unlikely event of a successful placing, the Hayes family stake in Swithland will be reduced to less than 30 per cent.

Pilot to raise £15m via placing

By Reg Vaughan

PILOT Investment Trust, specialist investor in smaller companies, yesterday reported a 35 per cent increase in net asset value per ordinary share in the period from its launch date on March 5 to September 30 and announced plans to raise £15m net via a placing of C shares at 100p each.

The net asset value increased from 96.5p to 131.1p and at October 28 had risen further to 126.5p. Profit before tax to September 30 was £388,000 and earnings per share 1.2p. The directors declared an interim dividend of 0.5p. This

is considered a base level from which it hopes to pay a progressively rising dividend.

The company proposes to raise the £15m by way of a conditional placing of 12.3m C shares and an offer of up to 3.07m C shares.

Sir Peter Michael, chairman, said yesterday that the company was interested in the smaller companies in the UK index which had been "undervalued for some years". He said Pilot targeted companies with young dynamic management teams which had trimmed the companies down and were ready to grow.

The directors believe that

there are many attractive investment opportunities in Pilot's target sector of quoted companies with a market value of up to £30m. There are about 1,000 of them with a combined value of £10bn.

Manager of the portfolio, Rutherford Asset Management, has undertaken a rearrangement of the initial stocks accepted at the launch. The £35m raised at the launch has been fully invested for some time and the company now has borrowings of about £1m. Of the net cash available after the launch costs more than 50 per cent was invested in capital raising situations.

Acquisition costs hit Molyneux

ACCELERATED interest payments resulting from an acquisition left Molyneux Estates, the USM-quoted property investor, with a pre-tax loss of £2.53m for the year to June 23, against £1.1m.

As part of buying out its partner in the Overgate Centre, Dundee, the company repaid £1.47m of interest early.

The accounts reflect the consolidation of Overgate, with the comparative being restated, but not the completion of the acquisition.

Turnover for the period was £3.96m (£3.6m) reflecting the continued increase in income receivable. Losses per share were 11.34p (3.07p). The company said that with

the increase in the capital base following the placing and open offer to fund the acquisition combined with a fall in interest charges and increased rents receivable it saw the future with confidence.

In view of the present profitability a final of 1p is recommended, the first dividend since 0.5p was paid in 1991.

Channel Holdings at £808,000

CHANNEL Holdings achieved pre-tax profits of £808,000 for the six months to September 30. That compared with £181,000 for the half year to December 31 1992, while for the 15 months to March 31 1993 there were profits of £208,000. The results include a full contribution from Carflow Products (UK) a supplier of mechanical vehicle security products, and a maiden contribution from CQR Security Products, a manufacturer of components for intruder alarms.

The acquisitions added £3.94m to total turnover of £7.66m (£1.03m) and £511,000 to operating profits of £808,000 (£182,000).

"The directors said both companies performed well, achieving 'good growth in the UK and export markets.' They expected cash generation to remain strong for the rest of the financial year."

Earnings per share worked through at 1.7p (1p) adjusted and a maiden interim dividend of 0.5p is being paid - 1p was paid for the preceding 15 months.

NEWS DIGEST

Wilshaw up 68% to £1.4m

PROFITS of Wilshaw, the specialist metals and building products group, expanded from £209,000 to £1.38m pre-tax for the half year to end-September. The 68 per cent improvement was scored on the back of an 18 per cent rise in turnover to £17.97m. Each division recorded organic growth and an improvement in profitability.

Earnings emerged at 1.05p (0.6p) and the interim dividend is being lifted to 0.2p (0.15p). Period-end gearing stood at 48.4 per cent against 57.8 per cent at the March year-end.

Drayton English net assets ahead

Drayton English and International Trust raised net asset value by 23 per cent to 93.1p at October 5, against 75.5p six months earlier. Net available revenue for the six months period fell from

£172,000 to £141,000 and earnings per share dropped to 0.3p (0.35p). Reflecting the decline in dividend income and the relatively subdued prospects for dividend growth over the next 12 months, the interim payment has been cut from 0.6p to 0.4p.

Reuters in £13m computer expansion

Reuters Holdings, the international news and information group, has paid £13.3m for Vamp Health, a supplier of computer facilities for UK doctors.

Vamp is a privately owned south London company serving about 2,000 general practices around the country. For the year to January 31 1993 it returned pre-tax profits of £1.75m on a turnover of £13m.

Canadian Pizza allocations

Of a total of 3.5m ordinary Canadian Pizza shares available under the company's offer for sale, 7,479 valid applications were made in respect of 6.2m shares, the offer being

subscribed 1.8 times. Valid priority applications for a total of 37,430 shares were received from eligible employees which have been satisfied in full.

The basis of allocation of the remainder is as follows: For 200 shares applied for - 200 shares; for 400 shares - 400 shares; between 500 and 1,000 - 500; for 1,500 - 700; between 2,000 and 3,000 - 40 per cent of application; between 3,500 and 5,000 - 35 per cent; between 6,000 and 30,000 - 30 per cent; between 40,000 and 60,000 - 25 per cent; over 60,000 - 20 per cent.

Harmony Leisure placing and purchase

Harmony Leisure, the USM-quoted operator of restaurants, pubs and hotels, has agreed to acquire certain properties from British Land subsidiaries for an aggregate consideration of £5.55m.

Harmony is also proposing to raise £5.8m net by way of a placing of 68m shares at 94p each underwritten by Guinness Mahon. The group also proposes a

change of name to Harmony Property Group. An extraordinary meeting has been called for December.

Densitron denies expansion in Japan

Mr David Ling, finance director Densitron International, the electronic components manufacturer, said yesterday the company had "no specific" plans to expand into Japan.

Earlier, speculation that the company was planning to make a significant acquisition in the country had lifted the company's share price by 6p to 36p. Mr Ling said he knew of no other reason for the rise in the share price.

Correction Charles Sidney

Shares in Charles Sidney, the Yorkshire-based Mercedes-Benz commercial vehicle and passenger car dealer, closed at 110p on Wednesday, the first day of trading, not at 210p as reported in yesterday's paper.

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Footsie 3,100 lost in uneasy market

By Terry Byland,
UK Stock Market Editor

WORRIES over global bond yields were put on hold yesterday in a London market lacking a lead because of the Armistice Day closure of several other leading financial centres. The disappointing trend in New York bonds on Wednesday offset the firm performance by Wall Street.

After an attempt to move forward, UK equities were halted by Shell Transport reporting third-quarter figures below market hopes. With Euro Disney's trading losses still a negative factor, and some UK company results also unfavourable yesterday, the market lost most of its early gain, and also the 3,100 mark on the FT-SE 100 index, which closed only 1.5 up on the day at 3,089.7.

Once again, stock index futures provided much of the direction for the equity market. The leading securities houses, having used stock index futures as a means of repositioning themselves in a deteriorating stock market, were struggling to balance their commitments in both derivatives and the underlying stocks.

Some traders expressed satisfaction with the day's market. Others, however, noting some late institutional selling, feared that a sizeable cash-raising might be pending. It was a

slack day for UK economic data and investors were evidently content to wait for the US October retail sales figures, due today. Next week is heavily weighted with economic news from both the UK and the US, and will also be featured by speculation ahead of the monthly policy meeting at the Bundesbank.

Once again, there was heavy turnover in the food retailing

stocks which have suffered severely over the past month from clear signs that a price war is hotting up in the sector. In contrast, the international blue chips, lacking a convincing lead from New York, stayed out of the picture.

The FT-SE Mid 250 index continued to drift lower, shedding a further 5.8 to 3,436.6. Sea volume remained fairly good at 743.8m shares compared with 78m on Wednesday when retail or customer business was worth £1.7bn - at the higher end of this year's daily averages.

Firmness overnight in the Hong Kong stock market brought some support for Far Eastern issues, notably HSBC and Cable and Wireless.

Zeneca provided a firm support among pharmaceuticals, as the shares rebounded from a

period of weakness.

Domestic stocks continued to trend water ahead of the Budget due at the end of the month from Mr Kenneth Clarke, the UK Chancellor of the Exchequer. Some building and construction stocks improved on underlying expectations that a cut in base rates will not be long delayed but there was little support for the store and retail issues after Burton Group, the high street clothing retailer, reported higher profits but disappointing sales growth.

Bank stocks, also keen reflectors of base rate hopes in the stock market, could make little headway and closed near overnight levels having lost a scattering of early gains.

Although inclined to leave the London market to its own devices until US and European markets return to full power, UK strategists expressed concern over the poor outcome of the US bond auctions which, they feared, may continue to depress the US Federal bond sector.

TRADING VOLUME IN MAJOR STOCKS									
Index	Volume	Index	Volume	Index	Volume	Index	Volume	Index	Volume
FT-SE 100	743.8	FT-SE 250	150.2	FT-SE 350	100.1	FT-SE 450	50.1	FT-SE 550	25.1
FT-SE 650	12.5	FT-SE 750	6.2	FT-SE 850	3.1	FT-SE 950	1.6	FT-SE 1050	0.8
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FT-SE 1650	0.01	FT-SE 1750	0.005	FT-SE 1850	0.002	FT-SE 1950	0.001	FT-SE 2050	0.0005

Based on the trading volume for a selection of blue-chip stocks through the EBS system yesterday until 4.30pm. Trades of one million or more are rounded down. * Includes an FT-SE 100 index contract.

Mixed welcome for Shell

THE MARKET'S recent love affair with Shell Transport, which took the shares up to a record 724p, was halted yesterday after the oil group announced third-quarter results broadly in line with expectations. "The stock market is a very fickle place at present, and there is nothing wrong with these numbers except that the super optimists have been marginally disappointed," said one sector specialist.

He said the oil sector had possibly been eased away from a sea of optimism prompted by BP's recent excellent figures and those of the US majors. "Some of the market's more enthusiastic analysts, and specifically many of those in the Netherlands, had pencilled in a net income forecast on a replacement cost basis of £900m for the period. The actual figure came out at £861m, at the top end of most UK forecasts."

Among the market bulls, Mr John Toulster at Strauss Turnbull described the results as "operationally good" and said he remained "more than happy with the shares", noting the positive points, such as gearing of only 3.8 per cent and cash reserves of £8.7bn. Of the more cautious brokers, Mr Nicholas Clayton at Nomura said: "The long-term bull case for Shell remains intact, but the shares look well up with events."

Mr Fergus Macleod at NatWest Securities commented: "After outperformance of 25

per cent against a similar stock like Exxon this summer, driven by UK optimism on these issues and dislike of BP, they are vulnerable to even mild disappointments; our recommendation remains hold/underperform."

At the close, Shell was 18 lower at 704p, with turnover of 10m the highest single day's trade since May.

Tesco deal
Food retailers were once again prominent as one institution bailed out of Tesco, BZW buying the 39m shares at 173p and placing them in the market at 174p. Another institution is believed to have bought the entire stake.

The deal took turnover in the supermarket group to more than 40m, the highest daily volume for six years. The shares moved up as news of the deal reached the market, dealers observing some buying interest in the stock at these levels.

However, Tesco was not immune from the continuing stream of negative notes on the sector, with James Capel yesterday joining the list of brokers to cut its forecasts for the leading supermarket stocks in the wake of the recent price

developments. In addition, Hoare Govett and Smith New Court both issued sell notes on J. Sainsbury. Its shares slid further, although a late rally limited the fall to 2, closing at 366p. Kwik Save shed 7 to 322p and Argyl Group 2 to 249p.

Activity in Burton
Disappointing results from Burton prompted very heavy turnover in the shares, which fell 11p to 66p. Analysts downgraded their full-year forecasts for the stores group as fears abounded that margin pressure will continue to impact on revenues in the next financial year. Although the pre-tax profits figure came at the bottom of market expectations, it was the decline in sales since the year-end in August which most worried commentators. "The latest figures show that margins seem to be under pressure in their core businesses," said a stores specialist.

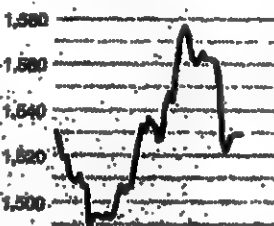
Burton blamed the fall on its stores modernisation programme which meant the closure of a number of sites. However, analysts said this simply underlined the difficulties facing the group in the short term and a continuing factor likely to overhang the shares. Burton launched a £100m rights issue last January to cut debt and fund the accelerated refurbishment programme. Analysts downgraded it to a range of £43m to £60m for 1994. By the close turnover topped 46m shares.

Switching out of Shell and into BP drove the latter up 2 to 359p on higher than usual turnover of 10m shares. Other oil stocks attracted intermittent bouts of selling pressure, with Enterprise 4 off at 129p and Lasso 2 1/2 off at 124p.

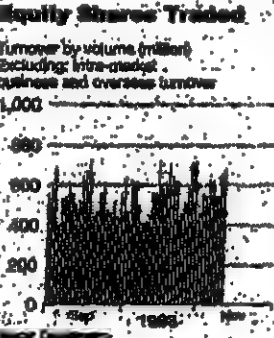
Pict Petroleum featured the small exploration stocks, recovering sharply higher at 3.114 and the mark-up provided a good basis for a strong start in the underlying equity market. December hit a high of 3.122, but there was little serious buying to sustain the rise and the contract petered off through the day.

By the close it had dribbled back to 3.102, near its low of the day and only two points

FT-A All-Share Index



Equity Shares Traded



Pearson's demerger of Royal Doulton

The group is to give one Royal Doulton share for every 10 Pearson shares. After the figures were given analysts lifted full-year forecasts to around £205m.

Television stocks were boosted by growing optimism that the government will not oppose mergers within the industry. The most likely takeover candidates are considered to be Anglia, which improved 16 to 415p, LWT, which rose 10 to 305p and Yorkshire Television, up 15 to 205p.

Publisher United Newspapers retained 12 to 523p on growing nervousness over the threat that VAT will be imposed on them when the Budget is announced at the end of November.

Mirror Group Newspapers held firm at 154p as the group said it was considering a bid for all or part of Irish Press Group.

With Paris closed, there was big turnover in Euro Disney as investors continued to sell following Wednesday's announcement of huge losses and financial restructuring requirements. The shares again tumbled, closing 68p at 366p with an unusually high 253.0m shares traded. The stock has now fallen 29 per cent in the past two days.

Food manufacturing stocks were mostly resilient to the recent spate of negative news and comments. Cadbury-Schweppes was lifted by a positive note from Kleinwort Benson and the shares added 4p to 470p. Strauss Turnball and Hoare Govett were optimistic on prospects for Northern Foods, the shares climbed 6p to 222p. However, Tate and Lyle, off 6 to 379p.

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Vodafone shares were bolstered by hints of renewed US demand, closing 5 1/2 ahead at 546p on keen turnover of 5.7m.

GEC were looking decidedly wobbly late in the session after one of the market's most aggressive marketmakers offered the stock in size, the close for GEC was 34p, down 7, with 6.1m shares traded.

Diversified media conglomerate Pearson, which owns the Financial Times, rose 16 to 574p after announcing a 63 per cent gain in third-quarter profits to £100.8m. The announcement came with details of the

USM-listed Sherwood Computers

came under pressure at the outset of trading, opening around 25p lower at 130p and promptly plunged further to 90p after revealing that full-year results will fall below market expectations. By the close the shares had fallen even further, settling 60p lower at 85p, having touched 60p.

Kewill Systems, on the other hand, were chased higher, closing 11 firmer at 255p, the shares' highest level since they plunged almost 30 per cent in a single session in January 1992. Kewill is scheduled to announce interim figures on November 22.

MARKET REPORTERS:

Christopher Price,
Peter John,
Steve Thompson.

Other statistics, Page 28

FT-SE Actuaries 360 Industry Baskets

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FT-SE 1650	0.01	FT-SE 1750	0.005	FT-SE 1850	0.002	FT-SE 1950	0.001	FT-SE 2050	0.0005

Based on the trading volume for a selection of blue-chip stocks through the EBS system yesterday until 4.30pm. Trades of one million or more are rounded down. * Includes an FT-SE 100 index contract.

Hourly movements

Index	Volume	Index	Volume	Index	Volume	Index	Volume	Index	Volume
FT-SE 100	743.8	FT-SE 250	150.2	FT-SE 350	100.1	FT-SE 450	50.1	FT-SE 550	25.1
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OTHER FIXED INTEREST

Index	Volume	Index	Volume	Index	Volume	Index	Volume	Index	Volume
FT-SE 100	743.8	FT-SE 250	150.2	FT-SE 350	100.1	FT-SE 450	50.1	FT-SE 550	25.1
FT-SE 650	12.5	FT-SE 750	6.2	FT-SE 850	3.1	FT-SE 950	1.6	FT-SE 1050	0.8
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Based on the trading volume for a selection of blue-chip stocks through the EBS system yesterday until 4.30pm. Trades of one million or more are rounded down. * Includes an FT-SE 100 index contract.

CROSSWORD

No.8,304 Set by DOGBERRY

ACROSS
1 Thrashing in fun verse 20
7 Sucker turns to sticky stuff
9 Compiler in bed with flying object (5)
10 Unyielding aphid with edge (truncated) (3-5)
11 Great victory and archaic oath in French article (9)
12 Nick was back (5)
13 Bag of fasteners with ends reversed (7)
15 Knight turned round, about to make expedition (4)
18 Many thousand words encapsulated in single picture (4)
20 Traveller edges back and forth around Gateshead (7)
23 Proportion of one in eight holding it back (5)
24 Wealth inspiring a rabbit to hop (9)
26 Group of happy apprentice swamped by debts (9)
27 It's alright for a holy beast (5)
28 Head teachers (3)
29 Gladly enduring graduate society man's habit (11)

DOWN
1 Sing of officer in case (8)
2 Propose to make observation about bird (8)
3 Places where part of the game is up (5)
4 Arrangements for most of platinum wedding (7)
5 Smelly when topless, absorbing underground oil (7)
6 Plant drug adeptly (9)
7 Original streaker takes turn with finger (8)
8 Beak concealing divine confusion (5)
14 Entrancement of headless symphonist (5)
16 Deal with short response in pamphlet (9)
17 Drunken seaman in charge of mental patient (5)
19 Tea's about to go up one pound - have wine (7)
20 Snap about Little Boy Blue (7)
21 Feminine gear being worn by fearsome wife (6)
22 Narrow, or audible concomitant thereof (6)
25 Girl receives freshly stolen linocloth (5)

Continued on next page

EQUITY FUTURES AND OPTIONS TRADING

TECHNICAL position-taking drove stock index futures yesterday in the absence of any fundamental economic impact, while business in traded options was dominated by heavy activity in Asda, writes Peter John.

The December FT-SE futures contract was inspired by a powerful performance from Wall Street on Wednesday. It

opened sharply higher at 3.114 and the mark-up provided a good basis for a strong start in the underlying equity market. December hit a high of 3.122, but there was little serious buying to sustain the rise and the contract petered off through the day.

By the close it had dribbled back to 3.102, near its low of the day and only two points

above the cash market. This compared with fair value of around 10 points. Turnover was very poor, with only 8,846 December contracts dealt by the official close.

Many dealers considered that at 3.100, December was at the middle of a 100-point range which will condense until the Budget.

dominated by three large deals in Asda, said to have been carried out by Sheppards on behalf of Cazenove. The deals apparently involved 2,630 January 50 calls bought at 4p each, 2,730 January 60 puts bought at 11p and 2,630 January 50 puts sold at 4p. Total options turnover slipped to around 36,000 lots from just under 40,000 previously.

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T O R T M N R
H E A D E R V I L L A G E
S I E S T A K N I T W E A D

ICANS

BUSINESS SERVICES

ELECTRICAL Cont.

ENGINEERING - GENERAL - Cont.

HOTELS & LEISURE - Cont.

INVESTMENT TRUSTS - Cont.

1962	70	70	70
1963	69	69	69
1964	68	68	68
200	22.6	25.1	30.7
201	23.8	26.3	31.7
202	25.0	27.5	32.7
203	26.2	28.7	33.7
204	27.4	29.9	34.7
205	28.6	31.1	35.7
206	29.8	32.3	36.7
207	31.0	33.5	37.7
208	32.2	34.7	38.7
209	33.4	35.9	39.7
210	34.6	37.1	40.7
211	35.8	38.3	41.7
212	37.0	39.5	42.7
213	38.2	40.7	43.7
214	39.4	41.9	44.7
215	40.6	43.1	45.7
216	41.8	44.3	46.7
217	43.0	45.5	47.7
218	44.2	46.7	48.7
219	45.4	47.9	49.7
220	46.6	49.1	50.7
221	47.8	50.3	51.7
222	49.0	51.5	52.7
223	50.2	52.7	53.7
224	51.4	53.9	54.7
225	52.6	55.1	55.7
226	53.8	56.3	56.7
227	55.0	57.5	57.7
228	56.2	58.7	58.7
229	57.4	59.9	59.7
230	58.6	61.1	60.7
231	59.8	62.3	61.7
232	61.0	63.5	62.7
233	62.2	64.7	63.7
234	63.4	65.9	64.7
235	64.6	67.1	65.7
236	65.8	68.3	66.7
237	67.0	69.5	67.7
238	68.2	70.7	68.7
239	69.4	71.9	69.7
240	70.6	73.1	70.7
241	71.8	74.3	71.7
242	73.0	75.5	72.7
243	74.2	76.7	73.7
244	75.4	77.9	74.7
245	76.6	79.1	75.7
246	77.8	80.3	76.7
247	79.0	81.5	77.7
248	80.2	82.7	78.7
249	81.4	83.9	79.7
250	82.6	85.1	80.7
251	83.8	86.3	81.7
252	85.0	87.5	82.7
253	86.2	88.7	83.7
254	87.4	89.9	84.7
255	88.6	91.1	85.7
256	89.8	92.3	86.7
257	91.0	93.5	87.7
258	92.2	94.7	88.7
259	93.4	95.9	89.7
260	94.6	97.1	90.7
261	95.8	98.3	91.7
262	97.0	99.5	92.7
263	98.2	100.7	93.7
264	99.4	101.9	94.7
265	100.6	103.1	95.7
266	101.8	104.3	96.7
267	103.0	105.5	97.7
268	104.2	106.7	98.7
269	105.4	107.9	99.7
270	106.6	109.1	100.7
271	107.8	110.3	101.7
272	109.0	111.5	102.7
273	110.2	112.7	103.7
274	111.4	113.9	104.7
275	112.6	115.1	105.7
276	113.8	116.3	106.7
277	115.0	117.5	107.7
278	116.2	118.7	108.7
279	117.4	119.9	109.7
280	118.6	121.1	110.7
281	119.8	122.3	111.7
282	121.0	123.5	112.7
283	122.2	124.7	113.7
284	123.4	125.9	114.7
285	124.6	127.1	115.7
286	125.8	128.3	116.7
287	127.0	129.5	117.7
288	128.2	130.7	118.7
289	129.4	131.9	119.7
290	130.6	133.1	120.7
291	131.8	134.3	121.7
292	133.0	135.5	122.7
293	134.2	136.7	123.7
294	135.4	137.9	1

98	72	85	1114	34.1
99	77	26	1044	10.0
100	77	26	1044	10.0
101	77	26	1044	10.0
102	77	26	1044	10.0
103	77	26	1044	10.0
104	77	26	1044	10.0
105	77	26	1044	10.0
106	77	26	1044	10.0
107	77	26	1044	10.0
108	77	26	1044	10.0
109	77	26	1044	10.0
110	77	26	1044	10.0
111	77	26	1044	10.0
112	77	26	1044	10.0
113	77	26	1044	10.0
114	77	26	1044	10.0
115	77	26	1044	10.0
116	77	26	1044	10.0
117	77	26	1044	10.0
118	77	26	1044	10.0
119	77	26	1044	10.0
120	77	26	1044	10.0
121	77	26	1044	10.0
122	77	26	1044	10.0
123	77	26	1044	10.0
124	77	26	1044	10.0
125	77	26	1044	10.0
126	77	26	1044	10.0
127	77	26	1044	10.0
128	77	26	1044	10.0
129	77	26	1044	10.0
130	77	26	1044	10.0
131	77	26	1044	10.0
132	77	26	1044	10.0
133	77	26	1044	10.0
134	77	26	1044	10.0
135	77	26	1044	10.0
136	77	26	1044	10.0
137	77	26	1044	10.0
138	77	26	1044	10.0
139	77	26	1044	10.0
140	77	26	1044	10.0
141	77	26	1044	10.0
142	77	26	1044	10.0
143	77	26	1044	10.0
144	77	26	1044	10.0
145	77	26	1044	10.0
146	77	26	1044	10.0
147	77	26	1044	10.0
148	77	26	1044	10.0
149	77	26	1044	10.0
150	77	26	1044	10.0
151	77	26	1044	10.0
152	77	26	1044	10.0
153	77	26	1044	10.0
154	77	26	1044	10.0
155	77	26	1044	10.0
156	77	26	1044	10.0
157	77	26	1044	10.0
158	77	26	1044	10.0
159	77	26	1044	10.0
160	77	26	1044	10.0
161	77	26	1044	10.0
162	77	26	1044	10.0
163	77	26	1044	10.0
164	77	26	1044	10.0
165	77	26	1044	10.0
166	77	26	1044	10.0
167	77	26	1044	10.0
168	77	26	1044	10.0
169	77	26	1044	10.0
170	77	26	1044	10.0
171	77	26	1044	10.0
172	77	26	1044	10.0
173	77	26	1044	10.0
174	77	26	1044	10.0
175	77	26	1044	10.0
176	77	26	1044	10.0
177	77	26	1044	10.0
178	77	26	1044	10.0
179	77	26	1044	10.0
180	77	26	1044	10.0
181	77	26	1044	10.0
182	77	26	1044	10.0
183	77	26	1044	10.0
184	77	26	1044	10.0
185	77	26	1044	10.0
186	77	26	1044	10.0
187	77	26	1044	10.0
188	77	26	1044	10.0

100	50	-	112	6.6
95	45	162	-	-
90	40	6.1	101.9	-6.8
85	35	200	-	-
80	30	16.6	239.6	-69.9
75	25	7.9	-	-
70	20	91.6	-	-
65	15	3.2	76.1	23.6
60	10	37	97.6	59.6
55	5	-	-	-
50	0	-	-	-
45	-	2.6	632.2	6.6
40	-	3.6	221.7	11.2
35	-	46	36.1	24.9
30	-	-	116.6	1.9
25	-	-	-	-
20	-	-	109.6	-6.2
15	-	96.3	161.2	8.6
10	-	-	-	-
5	-	1.7	262.1	13.6
0	-	2.5	144.6	6.9
-5	-	6.2	408.6	-6.7
-10	-	-	482.2	6.1
-15	-	-	-	-
-20	-	-	-	-

47	5.8	622.8	-7.1
50	5.8	57.4	-14.0
53	5.8	13.7	-17.5
56	5.8	116.5	6.5
59	32.4		
62		-114.8	32.6
65		-87.3	38.5
68	7.1		
71	4.5	89.8	5.5
74	13.8	37.258.6	23.7
77	3.8	268.2	-1.7
80	37.3		
83	14.8	2940.9	30.3
86	3.8		
89		-75.7	71.6
92	59.4	52.121.1	3.4
95	5.8	78.1	38.8
98	46.4		
101	7.1	14.8	
104	16		
107	8.8	71.9	71.5
110	8.8	73.4	28.3
113			
116	5.8	138.3	0.8
119	14.8		
122			
125	29.4	-226.3	23.5
128	3.8	22.4	12.3

199	7.6	136.3	4.9
198	7.4	141	5.0
197	6.7	135.5	3.5
196	11	-	-
195	8.5	160.0	13.7
194	10	-	-
193	10.2	-	-
192	6.7	206.5	3.5
191	10.5	-	-
190	8.8	-	-
189	4.5	146.7	16.1
188	8	-	-
187	4.1	200.2	0.5
186	3.7	162	26.1
185	10	-	-
184	3.7	120.5	4.6
183	10	-	-
182	10.8	-	-
181	3.5	27.8	20.6
180	2.5	411.9	12.5
179	3.6	506.8	9.4
178	3.8	148.1	1.1
177	11	-	-
176	4.5	126.6	-4.5
175	38	-	-
174	4.4	134.7	3.6
173	23	-	-
172	3.5	187	-24.6
171	10	-	-
170	2.1	246.5	5.8
169	3	-	-

90	36	0.4	85.7	5.0
85	40	—	—	—
80	26	3.8	344.8	0.0
75	276	—	—	—
70	81	4.1	380.7	3.8
65	28	—	—	—
60	282	—	—	—
55	17	1.3	446.8	7.5
50	27	—	—	—
45	103	9.0	14.7	—
40	73	—	208.8	44.7
35	3799	4.2	3002.2	4.8
30	1457	—	—	—
25	330	4.4	380.0	14.5
20	—	—	—	—
15	—	—	—	—
10	78	1.4	126.8	8.6
5	82	—	—	—
EXTRA	—	—	—	—
40	—	—	62.5	17.5
35	—	8.4	—	—
30	—	—	102.4	81.8
25	118	1.8	132.4	1.1
20	—	—	102.7	20.6
15	6	—	—	—
10	—	3.5	135.4	8.8
5	—	—	—	—

87	185	37	12.6	30.6	6.0
88	181	31	12.1	29.1	5.5
89	178	27	11.6	28.6	5.0
90	174	23	11.1	27.1	4.5
91	170	19	10.6	26.6	4.0
92	166	15	10.1	25.1	3.5
93	162	11	9.6	24.1	3.0
94	158	7	9.1	23.1	2.5
95	154	3	8.6	22.1	2.0
96	150	-	8.1	21.1	1.5
97	146	-	7.6	20.1	1.0
98	142	-	7.1	19.1	0.5
99	138	-	6.6	18.1	0.0
100	134	-	6.1	17.1	-
101	130	-	5.6	16.1	-
102	126	-	5.1	15.1	-
103	122	-	4.6	14.1	-
104	118	-	4.1	13.1	-
105	114	-	3.6	12.1	-
106	110	-	3.1	11.1	-
107	106	-	2.6	10.1	-
108	102	-	2.1	9.1	-
109	98	-	1.6	8.1	-
110	94	-	1.1	7.1	-
111	90	-	0.6	6.1	-
112	86	-	0.1	5.1	-
113	82	-	-	4.1	-
114	78	-	-	3.1	-
115	74	-	-	2.1	-
116	70	-	-	1.1	-
117	66	-	-	0.1	-
118	62	-	-	-	-
119	58	-	-	-	-
120	54	-	-	-	-
121	50	-	-	-	-
122	46	-	-	-	-
123	42	-	-	-	-
124	38	-	-	-	-
125	34	-	-	-	-
126	30	-	-	-	-
127	26	-	-	-	-
128	22	-	-	-	-
129	18	-	-	-	-
130	14	-	-	-	-
131	10	-	-	-	-
132	6	-	-	-	-
133	2	-	-	-	-
134	-	-	-	-	-
135	-	-	-	-	-
136	-	-	-	-	-
137	-	-	-	-	-
138	-	-	-	-	-
139	-	-	-	-	-
140	-	-	-	-	-
141	-	-	-	-	-
142	-	-	-	-	-
143	-	-	-	-	-
144	-	-	-	-	-
145	-	-	-	-	-
146	-	-	-	-	-
147	-	-	-	-	-
148	-	-	-	-	-
149	-	-	-	-	-
150	-	-	-	-	-

87	0.4	110.1	2.4
103	-	-	-
104	-	-	-
105	0.1	-	-
106	-	37.1	17.8
108	0.4	-	-
109	-	218.4	47.8
110	0.5	-	-
147	4.5	-	-
195	3.0	138.1	0.2
22	-	-	-
26	10.0	-	-
27	-	162.5	64.5
28	-	-	-
77.4	-	-	-
214	3.3	315.0	10.2
123	22.4	-	-
70	-	30.1	45.6
131	-	-	-
175	21.4	-	-
220	-	120.5	21.1
481	0.2	-	-
180	-	-	-
102	7.4	-	-
16	-	-	-
99	-	-	-
131	3.8	175.3	12.5

INVESTMENT TRUSTS - Cont.

Notes	Price	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600	599	598	597	596	595	594	5
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FT MANAGED FUNDS SERVICE

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AUTHORISED UNIT TRUSTS

[illegible]

11

OTHER UK UNIT TRUSTS

OTHER UK UNIT TRUSTS

Foreign
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IRELAND (SIB RECOGNISED)

[illegible]

33

Foreign
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WORLD STOCK MARKETS

35

ASIA			FRANCE		
Stock	High	Low	Stock	High	Low
Bank of China	1.02	1.01	Alcatel	716	715
Bank of Communications	1.02	1.01	Alcatel	716	715
Bank of East Asia	1.02	1.01	Alcatel	716	715
Bank of Industrial	1.02	1.01	Alcatel	716	715
Bank of Japan	1.02	1.01	Alcatel	716	715
Bank of Korea	1.02	1.01	Alcatel	716	715
Bank of Singapore	1.02	1.01	Alcatel	716	715
Bank of Taiwan	1.02	1.01	Alcatel	716	715
Bank of Thailand	1.02	1.01	Alcatel	716	715
Bank of Vietnam	1.02	1.01	Alcatel	716	715
Bank of China	1.02	1.01	Alcatel	716	715
Bank of Communications	1.02	1.01	Alcatel	716	715
Bank of East Asia	1.02	1.01	Alcatel	716	715
Bank of Industrial	1.02	1.01	Alcatel	716	715
Bank of Japan	1.02	1.01	Alcatel	716	715
Bank of Korea	1.02	1.01	Alcatel	716	715
Bank of Singapore	1.02	1.01	Alcatel	716	715
Bank of Taiwan	1.02	1.01	Alcatel	716	715
Bank of Thailand	1.02	1.01	Alcatel	716	715
Bank of Vietnam	1.02	1.01	Alcatel	716	715

GERMANY			HONG KONG		
Stock	High	Low	Stock	High	Low
Deutsche Bank	1.02	1.01	Bank of China	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Communications	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of East Asia	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Industrial	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Japan	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Korea	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Singapore	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Taiwan	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Thailand	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Vietnam	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of China	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Communications	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of East Asia	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Industrial	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Japan	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Korea	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Singapore	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Taiwan	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Thailand	1.02	1.01
Deutsche Bank	1.02	1.01	Bank of Vietnam	1.02	1.01

INDONESIA			JAPAN		
Stock	High	Low	Stock	High	Low
Bank of Indonesia	1.02	1.01	Bank of China	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Communications	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of East Asia	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Industrial	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Japan	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Korea	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Singapore	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Taiwan	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Thailand	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Vietnam	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of China	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Communications	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of East Asia	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Industrial	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Japan	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Korea	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Singapore	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Taiwan	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Thailand	1.02	1.01
Bank of Indonesia	1.02	1.01	Bank of Vietnam	1.02	1.01

MALAYSIA			NETHERLANDS		
Stock	High	Low	Stock	High	Low
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01
Bank of Malaysia	1.02	1.01	Deutsche Bank	1.02	1.01

NEW ZEALAND			SINGAPORE		
Stock	High	Low	Stock	High	Low
Bank of New Zealand	1.02	1.01	Bank of China	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Communications	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of East Asia	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Industrial	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Japan	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Korea	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Singapore	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Taiwan	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Thailand	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Vietnam	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of China	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Communications	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of East Asia	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Industrial	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Japan	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Korea	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Singapore	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Taiwan	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Thailand	1.02	1.01
Bank of New Zealand	1.02	1.01	Bank of Vietnam	1.02	1.01

CANADA			MONTREAL		
Stock	High	Low	Stock	High	Low
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01
Bank of Canada	1.02	1.01	Bank of Canada	1.02	1.01

INDICES			NEW YORK ACTIVE STOCKS		
Index	High	Low	Stock	High	Low
Dow Jones	1.02	1.01	Bank of China	1.02	1.01
Dow Jones	1.02	1.01	Bank of Communications	1.02	1.01
Dow Jones	1.02	1.01	Bank of East Asia	1.02	1.01
Dow Jones	1.02	1.01	Bank of Industrial	1.02	1.01
Dow Jones	1.02	1.01	Bank of Japan	1.02	1.01
Dow Jones	1.02	1.01	Bank of Korea	1.02	1.01
Dow Jones	1.02	1.01	Bank of Singapore	1.02	1.01
Dow Jones	1.02	1.01	Bank of Taiwan	1.02	1.01
Dow Jones	1.02	1.01	Bank of Thailand	1.02	1.01
Dow Jones	1.02	1.01	Bank of Vietnam	1.02	1.01
Dow Jones	1.02	1.01	Bank of China	1.02	1.01
Dow Jones	1.02	1.01	Bank of Communications	1.02	1.01
Dow Jones	1.02	1.01	Bank of East Asia	1.02	1.01
Dow Jones	1.02	1.01	Bank of Industrial	1.02	1.01
Dow Jones	1.02	1.01	Bank of Japan	1.02	1.01
Dow Jones	1.02	1.01	Bank of Korea	1.02	1.01
Dow Jones	1.02	1.01	Bank of Singapore	1.02	1.01
Dow Jones	1.02	1.01	Bank of Taiwan	1.02	1.01
Dow Jones	1.02	1.01	Bank of Thailand	1.02	1.01
Dow Jones	1.02	1.01	Bank of Vietnam	1.02	1.01

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FINANCIAL TIMES

FAR MORE THAN FINANCE.

Continued on next page

NASDAQ NATIONAL MARKET[illegible]

4. Are there Alternatives?

[illegible]

FINANCIAL

Large size

AMERICA

US markets edge up in subdued trading

Wall Street

US SHARE prices edged higher across the board yesterday morning although trading was subdued by a Veterans day holiday which closed the country's banks and shut the bond market, writes Patrick Harrington in New York.

At 1 pm, the Dow Jones Industrial Average was up 9.22 at 3,672.77. The more broadly based Standard & Poor's 500 was 0.92 higher at 257.05, while the Amex composite was up

1.51 at 478.21, and the Nasdaq composite up 3.56 at 780.06. Trading volume on the NYSE was 169m shares by 1 pm. Although equity investors remain concerned about rising interest rates, the closure of the bond market yesterday allowed them to concentrate on more positive factors. Chief among these was the growing hope that the North American Free Trade Agreement will be approved by congress in next

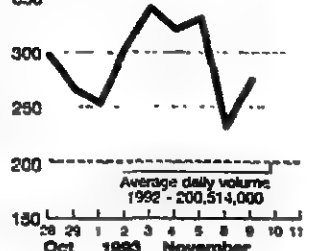
Wednesday's crucial vote.

Until as recently as a few days ago, Nafta's chances of being passed by legislators looked slim, and stocks were depressed by the prospect that the new free trade axis between Canada, the US and Mexico would collapse at the final hurdle.

Following Tuesday's televised debate between Mr Al Gore, the vice-president, and

NYSE volume

Daily (million)



leading Nafta critic Mr Ross Perot, the markets now believe that the pact's chances of success have improved. AT&T jumped \$2 1/2 to \$57 1/2 in volume of 2.1m shares as investors celebrated the news that the telecommunications group had won a "multi-billion dollar" contract to provide

equipment to Pacific Telesis.

Phil Morris climbed \$1 1/2 to \$56 1/2 in volume of 1.6m shares after analysts at two brokerage houses, Goldman Sachs and Salomon Brothers, upgraded their ratings on the stock following recent rises in cigarette prices.

Cap Stores, which opened late because of an order imbalance on the buy side, rose \$2 1/2 to \$38 1/2, a new 52-week high, on news of third quarter earnings of 54 cents a share, up from 43 cents a share and well above analysts' forecasts.

Bear Stearns jumped \$1 1/2 to \$22 1/2 following an article in the Wall Street Journal which highlighted the company's recent strong profits performance. The stock was additionally helped by a buy recommendation from Prudential Securities.

Critical comments about the troubles at its half-owned French theme park Euro Disney continued to unsettle Walt Disney shares, which eased \$4 1/2 to \$41 in busy trading.

Canada

TORONTO's composite index retreated from an earlier record, intra-day high of 4,292.22, registering a gain of 16.03 to 4,285.56 at noon. Gold issues continued to lead the market, rising 170.34, or 1.6 per cent to 10,582.55.

EUROPE

Frankfurt sees action in financial sector

SENIOR houses continued their quiet spell, with Paris and Brussels closed for a holiday, writes Our Markets Staff.

FRANKFURT saw some action in financials as the DAX index closed virtually flat, easing 0.51 to 3,023.33.

Turnover fell from DM3.4bn to DM7.6bn. Commerzbank rose DM6.60 to DM135.00 on a reported forecast from Bank Julius Baer in Zurich that the German bank may lift its 1993 dividend by DM2 to DM12. Bayernwerk and Bayernverlin, interest rate sensitive, fell by DM1.50 to DM452.50, and by DM4.50 to DM503.

There was a similar pattern among insurers where the leading stock, Allianz, eased DM8 to DM2,762 but AMB put on another DM50 to DM1,500, up by DM615, or 98 per cent since early June, and by DM290 since September 30.

AMB had a mid-year run as AOF of France increased its stake. Its more recent climb is being put down to ill-founded German speculation about the prospects of a full ACF takeover. The price was not just-

fied on fundamentals, said a London analyst yesterday, putting AMB's true net asset value at DM1,100 at best.

Elsewhere, Schering, the pharmaceuticals group, slipped DM15 to DM1,080 on nine-month net profits down 3.5 per cent after a 3.4 per cent rise at the half-way mark.

MILAN moved ahead after the cumulative 4.2 per cent decline of the previous two days. The Comit index closed 5.82 higher at 538.97.

Mr Michele Pacitti of NatWest Securities believed that the weakness had been overdone and that buyers were being attracted back by lower prices. He added that some short covering was also evident ahead of next week's end of the monthly account.

A firmer trend emerged among telecoms, which had led the market lower. Sip added L191 or 6.4 per cent to L3,183 and Stet was L229 or 6.6 per cent higher at L4,725.

Olivetti rose L38, or 5.8 per cent to L1,615 as the house arrest order imposed on Mr Carlo De Benedetti was lifted

FT-SE Actuaries Share Indices

Monthly changes		Open	10.30	11.00	12.00	13.00	14.00	15.00	Close
FT-SE Actuaries 1001	1001	1336.45	1334.52	1334.04	1336.88	1337.52	1337.66	1338.92	1338.92
FT-SE Actuaries 2001	2001	1404.81	1402.91	1402.28	1404.48	1405.09	1404.50	1404.38	1403.42
		Nov 10	Nov 9	Nov 8	Nov 5	Nov 4			
FT-SE Actuaries 100	100	1334.50	1346.57	1337.43	1337.58	1335.93			
FT-SE Actuaries 200	200	1401.16	1405.41	1395.82	1398.44	1428.46			

Base value 1000 (FT-SE Actuaries 1001 = 1336.45; 2001 = 1404.81; 100 = 1334.50; 200 = 1401.16)

by Rome magistrates.

AMSTERDAM was disappointed with Royal Dutch although the third quarter results were broadly in line with expectations. The oil group shed F14.50 to F1197.10 as the CBS Tendency index slipped 0.7 to 133.5.

Royal Dutch said that a strong performance in the oil and gas divisions was offset by higher losses in the chemical sector. Unilever, which is due to report today, lost F13.90 to F1212.70.

ZURICH gave in to profit-taking which left the SMI index 22.0 lower at 2,730.1.

In a weaker insurance sector, Winterthur was SF25 lower at

SF355 and Swiss Re gave up SF40 to SF3780.

A SF30 rise to SF5,900 in Roche certificates was attributed to buying by a small Swiss bank.

Norfolk markets differed. Unibors Securities upgraded index targets for both Norway and Finland, forecasting 640 for the Oslo All-share by the year-end and 1,500 for the Hex, as interest rates continue to decline.

STOCKHOLM regained its composure after Wednesday's fall with the Allshare index general index putting on 16.2 to 1,398.3. Turnover was SKr1.2bn.

Astra, the pharmaceutical group, gained SKr4 to SKr183

in the B shares ahead of third quarter figures due out today. OSLO was pulled down by lower oil prices and a slight rise in three-month interest rates. The All-share index lost 3.8 to 591.3 in turnover of NKr551m.

Norfolk Hydro fell NKr3.50 to NKr213.50.

COPENHAGEN saw weakness in Novo Nordisk, which fell DKr8 to DKr639 in spite of increase in third quarter profits. The KFX index ended down 0.27 at 103.09 in low turnover of some DKr480m.

ISTANBUL closed nearly 2 per cent stronger on hopes that the government may accelerate the privatisation programme. The composite index added 325.7 to 15,197.2 in turnover of TL1,300m.

TEL AVIV fell back as investors took profits after the market's recent gains. The Mishkan index lost 3.11 to 251.34 in turnover of Shk464m.

Written and edited by William Crockett, John Pitt and Michael Morgan.

Renewed foreign demand for golds provides lustre

Philip Gawith assesses Johannesburg's prospects

SINCE Mr Nelson Mandela, leader of the ANC, called in September for the lifting of all remaining economic sanctions against South Africa, investors have been trying to assess the implications for the Johannesburg Stock Exchange of the country's readmission to the global investment community. The task is not simplified by a backdrop of political uncertainty and violence.

In terms of traditional criteria the JSE, like many of the world's major bourses, is in demanding territory. Although the industrial market has performed poorly this year - it has risen by only 5 per cent to yesterday's 4,807 from 4,359 at the start of the year - it is currently on a p/e ratio of 15, compared with an average of 9.5 since 1980.

This is only marginally below the 15.4 multiple seen just before the market crashed in October 1987, and underlying earnings growth remains anemic.

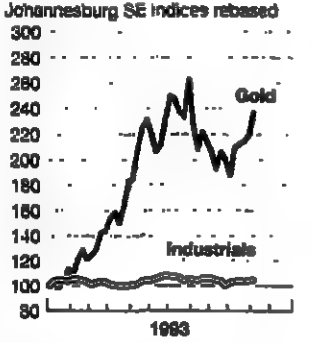
Notwithstanding the case for caution, Mr Johannes van der Horst, general manager of investments at the life office Old Mutual, South Africa's largest institutional investor, recently predicted that the industrial index will have reached about 5,100 by October 1994, implying a total return (including income) of 15 to 20 per cent for the year.

This assumes, uncontroversially, a continuing decline in interest rates and modest earnings growth on the industrial index of 12 to 15 per cent. He believes this could reach 25 per cent, "if things go right for a change", a hope supported by yesterday's preliminary GDP

figures showing 8 per cent growth in the third quarter.

Two points can be made about this analysis. First, if there is a crack in world markets, and the US in particular, all bets are off. The JSE industrial index tracks the Dow very closely, and if it turns down, the JSE is sure to follow. Secondly, if there is no such

South Africa



Source: Datastream

crack, Mr van der Horst is probably erring on the side of caution.

There are certainly some who believe that the market, in a year's time, is likely to be closer to 6,000 than 5,100.

The case for greater optimism is based largely upon anticipation that there will be significant foreign buying of the JSE in the coming year. Most of the activity is expected to come from the US, where many investors have only been freed recently from sanction constraints to invest on the JSE. The current year has already seen a reversal of the pattern occurring in previous years when foreigners

were net sellers of equity.

This has largely been on the back of the US purchase of South African gold shares, which helped to drive the golds index up to a high of 3,149 at the end of July after starting the year at 786. After dropping to 1,057 in mid-September, it has since recovered to its current level of 1,900 on the back of a firmer bullion price.

While most Johannesburg brokers remain bullish about gold, US buying is expected across a broad spectrum. Mr Richard Stuart of brokers Martin & Co notes that there is "plenty of US money looking to come in".

He says that US investors are not particularly concerned about ratings, which are not high compared with their own market. They believe, too, that earnings are depressed after four years of recession. "They will just buy the stocks off the market. They know how their herd behaves - it will not wait for earnings growth to come through."

Although, in the first instance, this will be "hot" money coming from the hedge funds, and likely to cause great volatility on the JSE, more sober money is also having a look.

There is talk of up to seven country (or Southern Africa) funds being set up, while the prospect of the International Finance Corporation (IFC) classifying South Africa as an emerging market and Morgan Stanley including the country in its international index could trigger significant index buying.

ASIA PACIFIC

Nikkei holds fast as Hong Kong rises 3.7%

Tokyo

FEARS OF an imminent plunge in share prices were dispelled after morning buying by financial institutions, and the Nikkei average closed higher in spite of arbitrage unwinding later in the day, writes Emiko Terazono in Tokyo.

The 225-issue index finished 36.81 better at 18,153.52, after a day's high of 18,328.63 and low of 18,076.41. Volume totalled 31.4m shares, against Wednesday's 38.6m, investors retreating to the sidelines ahead of Friday's settlement of stock options contracts.

Rises led falls by 503 to 474, with 187 issues unchanged. The Topix index of all first section stocks was off 0.20 at 1,534.85, and in London the JSE/Nikkei 50 index firmed 3.93 to 1,238.15.

Government officials denied the possibility of fiscal support for the slumping stock market. Mr Jiro Saito, vice-finance minister, said stock prices should be formed on the market's supply and demand.

However, a rise in East Japan Railway and Nippon Telegraph and Telephone eased fears of further falls in share prices. JR East gained Y21,000 at Y472,000 and NTT advanced Y14,000 to Y778,000, encouraging investor sentiment.

Daijishwa Paper lost Y290 to Y1,460 after Mr Ryoei Saito, its chairman and known for his impressionist art collection, was arrested, allegedly for bribing politicians. The case is the most recent revelation of a Japanese prosecutors' crusade against political corruption.

Construction companies, which have also been investigation targets, firmed yesterday. Taisei adding Y5 at Y635 and Shimizu Y16 at Y635.

Banks were still weak on arbitrage linked selling. Industrial Bank of Japan fell Y50 to Y3,140 while Dai-ichi Kangyo Bank declined Y20 to Y2,180. Securities houses, however, firmed on bargain hunting. Nomura Securities rose Y70 to Y1,850 and Daiwa Securities Y20 to Y1,280.

Retailers were higher on hopes that deregulation will help earnings. Ito-Yokado rose

Y90 to Y5,380 and York-Benimaru put on Y140 at Y4,700.

Mining issues were depressed by profit-taking. Nikko Kyodo slipped Y5 to Y428 and Sumitomo Metal Mining lost Y3 to Y837.

In Osaka, the OSX average moved up 72.25 to 20,236.28 in volume of 20.3m shares. Construction and textile issues gained ground on bargain hunting.

Roundup

THE REGION'S markets generally built on Wednesday's gains. Bombay was closed for a holiday.

HONG KONG climbed a further 3.7 per cent as overseas interest remained firm. The Hang Seng index rose 349.39 to 9,574.65, slightly below its intraday high of 9,714.24. Turnover jumped to HK\$3.8bn from Wednesday's HK\$3.8bn.

Domestic brokers com-

mented that the market gained confidence following a meeting in London between Mr Chris Patten, the governor, and the UK cabinet. HSBC was the day's most actively traded share, rising HK\$3 to HK\$90.

Elsewhere, Hopewell gained 76 cents at HK\$9.15, Cheung Kong HK\$1.75 at HK\$38 and HK Telecom 80 cents at HK\$16.7.

SINGAPORE rose on hopes of good third-quarter economic data, to be released today. The Straits Times Industrial index added 28.07 at 2,109.08.

SEOUL saw a round of late institutional buying push the market higher, the composite index rising 5.46 to 783.35. Hyundai Motor and steelmaker Posco had respective gains of Won400 and Won700 to Won3,500 and Won3,500.

TAIWAN saw good buying in the electronics and pulp and paper sectors, and the weighted index advanced 73.73

or 1.9 per cent, to 4,271.14. Turnover rose to T\$32.9bn from T\$22.5bn.

Acer, which raised its 1993 net profits forecast to T\$1bn from T\$900m, closed 7 per cent higher at T\$30.00.

KUALA LUMPUR noted activity in Damansara Realty, which was quoted for the first time after a 16-month suspension following an investigation into a property transaction. The shares went to a day's high of M\$4.42, against a pre-suspension close of M\$0.88, before ending at M\$3.48 in volume of 17.9m shares. The composite index gained 15.71 at 967.95.

BANGKOK ended at a record high on strong buying of the banking, cement and property sectors. The SET index put on 23.64, or 1.76 per cent, at 1,371.26 in B\$22.8m turnover.

AUSTRALIA closed higher for the first time in more than a week, helped by strength

elsewhere in the region. The All Ordinaries index rose 3.5 points to 2,032.4, having fallen to 2,030.4 in the first hour of trading on heavy selling of News Corp and BHP. Turnover was A\$369.58m.

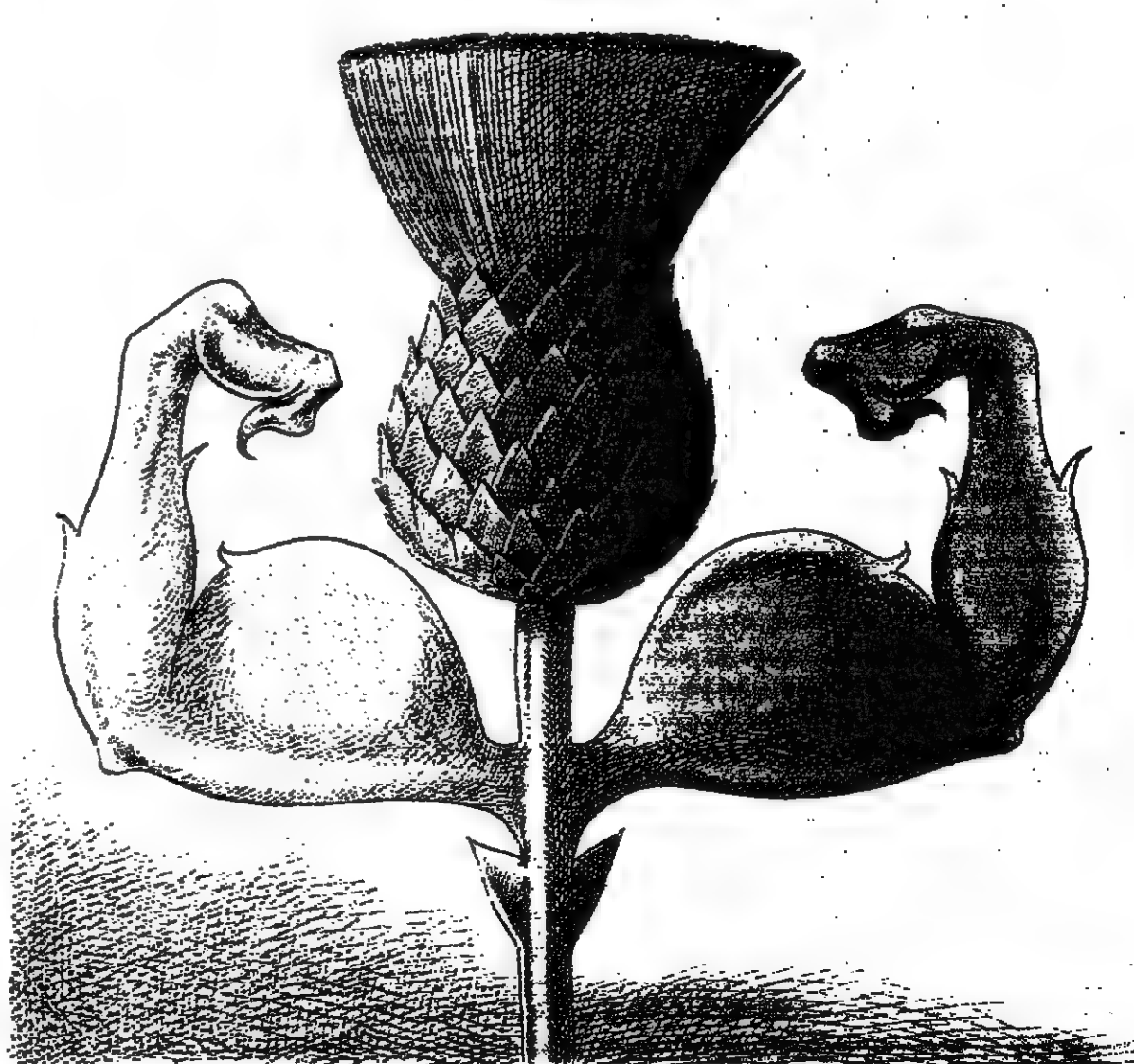
News Corp lost 14 cents at A\$10.18, but BHP ended 16 cents up at A\$17.32 after falling 12 cents at the opening.

NEW ZEALAND fell another 1.4 per cent as the deadlocked political situation continued to depress sentiment. The NZSE-40 capital index lost 28.25 to 1,944.51 as Telecom led the market down, falling 13 cents to NZ\$3.57.

COLOMBO's all share index rose by another 15.05 to 914.66 as the bull run showed no sign of abating. However, turnover slipped to Rp182.9m from Rp255.8m.

KARACHI remained positive with the ESE index putting on 1.14 to 1,656.87, its highest close in 22 months.

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FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS										WEDNESDAY NOVEMBER 10 1993										TUESDAY NOVEMBER 9 1993										DOLLAR INDEX	
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gems. Div. Yield	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gems. Div. Yield	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	1993 High	1993 Low	Year Ago (approx)					
Australia (89)	153.12	-0.9	153.61	103.76	134.70	153.38	-0.3	3.37	154.45	-0.5	153.93	105.66	136.11	153.88	-0.2	3.37	154.45	-0.5	153.93	105.66	136.11	153.88	-0.2	117.30	112.10						
Austria (17)	175.18	-0.3	175.94	118.70	154.09	153.95	-0.1	1.02	175.62	-0.3	176.30	120.17	154.76	153.86	-0.4	1.02	175.62	-0.3	176.30	120.17	154.76	153.86	-0.4	131.16	138.51						
Belgium (62)	150.80	-0.1	151.26	102.03	132.48	134.63	-0.1	4.28	150.72	-0.2	151.16	103.12	132.81	134.55	-0.1	4.28	150.72	-0.2	151.16	103.12	132.81	134.55	-0.1	131.19	136.04						
Canada (107)	134.85	+0.4	135.45	91.37	118.61	127.72	+0.5	6.87	134.38	+0.6	135.07	91.95	118.67	127.13	+0.6	6.87	134.38	+0.6	135.07	91.95	118.67	127.13	+0.6	114.41	114.25						
Denmark (32)	239.30	+0.1	240.37	182.16	210.50	219.85	+0.1	1.03	238.14	-0.1	241.43	183.64	210.73	219.70	-0.1	1.03	238.14	-0.1	241.43	183.64	210.73	219.70	-0.1	193.42	193.42						
Finland (23)	120.43	-0.7	120.97	81.81	105.94	148.72	-0.0	0.71	121.26	-0.3	122.43	82.96	108.86	146.75	-0.3	0.71	121.26	-0.3	122.43	82.96	108.86	146.75	-0.3	65.50	70.82						
France (88)	161.47	-0.8	162.19	108.41	142.03	148.38	-1.0	3.11	162.72	-0.4	164.28	111.34	143.98	150.86	-0.5	3.11	162.72	-0.4	164.28	111.34	143.98	150.86	-0.5	142.72	147.84						
Germany (60)	130.84	+0.3	131.22	88.53	114.91	114.91	+0.0	1.85	130.25	-0.1	131.50	88.14	114.78	114.78	-0.1	1.85	130.25	-0.1	131.50	88.14	114.78	114.78	-0.1	101.59	104.66						
Hong Kong (55)	375.81	+2.9	378.29	255.20	331.31	373.71	+2.9	2.53	386.11	+3.0	388.63	260.52	322.84	363.22	+2.9	2.53	386.11	+3.0	388.63	260.52	322.84	363.22	+2.9	101.59	104.66						
Ireland (14)	176.32	+0.4	177.19	118.48	155.10	177.40	+0.1	1.38	175.61	+0.2	176.28	120.16	154.75	177.19	+0.1	1.38	175.61	+0.2	176.28	120.16	154.75	177.19	+0.1	128.26	126.81						
Italy (70)	81.12	-2.0	81.39	41.41	53.75	72.22	-2.0	2.22	82.34	-0.4	82.54	42.65	54.39	77.09	-2.0	2.22	82.34	-0.4	82.54	42.65	54.39	77.09	-2.0	58.83	53.78	58.83					
Japan (108)	239.30	+0.1	240.37	182.16	210.50	219.85	+0.1	1.03	238.14	-0.1	241.43	183.64	210.73	219.70	-0.1	1.03	238.14	-0.1	241.43	183.64	210.73	219.70	-0.1	101.59	104.66						
Malaysia (69)	471.61	+2.1	473.71	319.56	414.58	488.96	+2.4	1.46	461.95	462.36	316.07	407.05	453.83	487.72	+2.1	1.46	461.95	462.36	316.07	407.05	453.83	487.72	+2.1	101.59	104.66						
Mexico (10)	1738.93	+1.1	1746.68	1738.75	1529.68	6122.03	+1.1	0.81	1757.77	1774.64	132.78	1549.00	6066.33	1867.70	+1.1	0.81	1757.77	1774.64	132.78	1549.00	6066.33	1867.70	+1.1	150.30	151.35						
Netherlands (33)	150.47	-0.7	151.31	68.30	167.08	-0.8	-0.1	1.37	173.61	-0.8	174.67	120.61	132.71	169.33	-0.7	1.37	173.61	-0.8	174.67	120.61	132.71	169.33	-0.7	101.59	104.66						
Denmark (32)	50.14	-0.7	50.41	80.41	93.39	98.14	-0.7	0.45	50.14	-0.7	50.41	80.41	93.39	98.14	-0.7	0.45	50.14	-0.7	50.41	80.41	93.39	98.14	-0.7	101.59	104.66						
Norway (23)	175.85	-0.8	176.54	119.03	154.52	175.85	-0.9	1.45	177.15	-0.8	178.85	122.22	156.12	177.15	-0.8	1.45	177.15	-0.8	178.85	122.22	156.12	177.15	-0.8	101.59	104.66						
Singapore (38)	311.62	+2.4	313.90	211.16	274.11	228.69	+2.4	1.40	304.19	307.11	205.15	260.85	223.30	332.55	+2.4	1.40	304.19	307.11	205.15	260.85	223.30	332.55	+2.4	101.59	104.66						
Spain (42)	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	4.04	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	4.04	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	101.59	104.66						
Sweden (36)	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	4.04	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	4.04	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	101.59	104.66						
Switzerland (23)	153.12	-0.9	153.61	103.76	134.70	153.38	-0.3	3.37	154.45	-0.5	153.93	105.66	136.11	153.88	-0.2	3.37	154.45	-0.5	153.93	105.66	136.11	153.88	-0.2	117.30	112.10						
United Kingdom (218)	185.43	+0.6	186.29	133.64	163.10	186.29	+0.1	3.85	184.26	186.12	126.13	162.44	186.12	133.67	+0.6	3.85	184.26	186.12	126.13	162.44	186.12	133.67	+0.6	101.59	104.66						
USA (619)	185.43	+0.7	186.24	127.94	166.50	185.80	+0.7	2.73	187.42	188.22	126.25	165.11	187.42	133.67	+0.7	2.73	187.42	188.22	126.25	165.11	187.42	133.67	+0.7	101.59	104.66						
Western Europe (751)	156.59	+0.0	157.29	106.11	137.75	151.23	-0.2	3.00	156.53	156.03	107.11	137.94	151.58	162.37	+0.0	3.00	156.53	156.03	107.11	137.94	151.58	162.37	+0.0	132.42	132.42						
Norfolk (114)	185.73	-1.0	185.95	125.85	163.38	196.03	-0.7	1.25	187.63	-0.9	183.43	126.39	165.39	191.36	-1.0	1.25	187.63	-0.9	183.43	126.39	165.39	191.36	-1.0	132.42	132.42						
Portugal (714)	153.10	+0.5	153.75	103.76	134.68	107.90	-0.3	1.11	152.34	163.00	104.25	134.25	108.30	169.00	+0.5	1.11	152.34	163.00	104.25	134.25	108.30	169.00	+0.5	106.86	106.86						
South America (626)	153.10	+0.5	153.75	103.76	134.68	107.90	-0.3	1.11	152.34	163.00	104.25	134.25	108.30	169.00	+0.5	1.11	152.34	163.00	104.25	134.25	108.30	169.00	+0.5	106.86	106.86						
Europe Ex UK (333)	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	4.04	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	4.04	138.47	-0.9	139.10	94.30	118.61	127.72	-0.9	101.59	104.66						
Far East Ex Japan (248)	236.07	+1.3	237.12	189.99	207.68	218.97	+1.5	2.70	238.94	235.17	159.42	205.29	215.89	241.22	+1.3	2.70	238.94	235.17	159.42	205.29	215.89	241.22	+1.3	101.59	104.66						
Japan Ex USA (156)	185.73	-1.0	185.95	125.85	163.38	196.03	-0.7	1.25	187.63	-0.9	183.43	126.39	165.39	191.36	-1.0	1.25	187.63	-0.9	183.43	126.39	165.39	191.36	-1.0	132.42	132.42						
World Ex UK (1552)	163.59	+0.4	164.32	110.86	143.92	145.56	+0.1	2.23	164.53	164.62	106.12	136.53	127.75	162.89	+0.4	2.23	164.53	164.62	106.12	136.53	127.75	162.89	+0.4	118.11	118.11						
World Ex. So. Af. (2110)	185.43	+0.5	186.07	122.04	158.45	145.96	+0.1	1.62	184.57	186.15	115.49	143.65	126.35	166.86	+0.5	1.62	184.57	186.15	115.49	143.65	126.35	166.86	+0.5	118.11	118.11						
World Ex Japan (1710)	178.40	+0.5	179.20	120.90	156.96	174.85	+0.4	2.80	177.54	178.24	121.49	156.47	170.69	181.57	+0.5	2.80	177.54	178.24	121.49	156.47	170.69	181.57	+0.5	117.30	112.10						
The World Index (2170)	165.32	+0.4	166.28	112.27	145.61	146.47	+0.1	2.23	164.78	166.36	112.35	142.55	146.92	170.49	+0.4	2.23	164.78	166.36	112.35	142.55	146.92	170.49	+0.4	117.30	112.10						

RECRUITMENT

JOBS: Lucy Kellaway on a communications course which has made strong men weep but merely left her blinking

To boldly go beyond perceived limitations

INSIDE each of us is a good communicator. No matter how shy, awkward, bumbling or autistic we are, we could become user-friendly managers with a little guidance and a bit of effort.

It is an attractive view, one that is being peddled by a new breed of consultants specialising in communications courses. Communication, they say, matters more than ever. In the old days, everyone was told what to do and expected to get on with it. But now that corporate hierarchies have been abandoned and workers empowered, it is essential that people get along with each other.

But do these courses work? Can we really emerge from them more personable and persuasive than when we went in?

To find out, I joined an intensive session designed for a female executive at BZW by Harley Young Associates, which specialises in corporate cultural development. BZW's communications course, run by ex-actor Philip Hynd, has attracted some startling testimonials. One manager, on returning to his office after the seminar, surprised the receptionist by remarking on the fine bunch of flowers on her desk. It was not just that he had learnt the art of small talk, he had never noticed the flowers before. Peter Horne of Apricot, for which BZW carried out a whole programme of cultural change, not only softened his manner but even shaved off his moustache.

Grown men, unused to confronting their emotions, had been known to break down

and weep during the HYA course. One manager felt that he had been peeled apart like an onion into different layers, and requested an extra day's training in order to be put back together again. The course therefore promised to make us understand the effect we have on others, go beyond our perceived limitations, and to question our habitual reactions. It pledged to "unlock and direct human energy", translating it into achievement.

The first step was a questionnaire, sent out in advance, in which we had to rate our skills at such things as "being authentic", "being appropriate" and "building rapport", and then list the personal and professional cycles of behaviour patterns that we most wanted to change.

The training day, held at BZW's London office, started with each of us reading out the questionnaire.

"It is not clear what 'being authentic' means", I began. This was wrong. According to Hynd, our "facilitator", good communicators do not say things that are subjective as though they were objective truths. They always say "I think" or "I feel" unless stating a fact, and certainly never say "you" or "one", when they could say "I" or "me".

The BZW woman groaned at the video camera, which was stealthily recording as we spoke. Apparently, her reaction was

telling. The facilitator said it was typical of a deep insecurity inside us all. Even the most senior managers have a sense that they are not good enough, and to avoid being found out take on defensive patterns of behaviour. If these "work" they are repeated so often they become subconscious.

To break the mould, we were asked to dig into our earliest memories and recall times when we were reprimanded unfairly, and then re-experience how we felt about it. From these tales of classroom misdeeds, significant patterns started to emerge. We were told that the way people react to early traumas divides them into two camps: some deal with their own feelings of inadequacy by seeking approval, while others control their own emotions and the people around them.

It turned out that my formative experiences in the playground and at my mother's knee had made me a controlling person. The fact that fellow controllers are Robert Maxwell and Lady Thatcher did not make me feel any better about it. Control people have all the answers, never show their feelings, are dogmatic and arrogant, will not argue unless they can win, and withdraw rather than lose face. Approval seekers - a category shared by my coursemate as well as John Major and Richard Branson - turned out to be not

much better. The tell-tale signs are constant smiling, and an earnest, sycophantic manner. Approval seekers are pushovers, and may seem to be behaving in a kindly way but always have a hidden agenda.

The point of this exercise was to make us aware of the tricks we play, and thus give us the choice of whether to go on playing them. The problem is that if you do not (as I did not) accept the diagnosis, it is harder to change your ways. The facilitator seemed quite unmoved by my dissent; he said failure to recognise controlling tendencies was a classic characteristic of control people.

He then asked us to think of an event in the next week in which we would have behaved in our bad old ways, and then choose a different course of action that might run against the grain, but be more likely to get results. Then we had to choose each other as mentor to talk through the event both before and after.

More than a week has gone by. My BZW partner has not called on my help to get her through her meeting with a bully at which she planned to be more assertive. I have not called on her either. It is all very well letting your hair down during a course, but telephoning someone you don't know days later for their advice on how to behave is asking too much.

The next stage was about energy. We all

(control freaks and sycophants both) spend too much time suppressing our real feelings, and the act of suppressing is as strong and exhausting as the feeling itself.

So how do you channel unwanted feelings into wanted ones? The first step is easy: you breathe. We sat there taking deep breaths and trying to become more aware of how we were feeling then (which in my case was faintly irritated). A few large lungfuls of air, and I was feeling much the same.

The other techniques were not practical to sample then and there, but we were given the following useful tips.

- Spend more time with people who have lots of energy.
- Take a walk around the office.
- Tidy up.
- Tie up loose ends in both tasks and relationships.
- Break a habit, do something differently.
- Keep agreements; tell the truth.

When unexpressed feelings are trapped within us, the message is likely to reveal itself subconsciously through our bodies. We are likely to reveal our thoughts by the way we wiggle our feet even if the words coming out of our mouths are perfectly neutral.

To get acquainted with our own body language, each of us had to repeat phrases like "You are really covert in your com-

munication" and "Would you book me a ticket by credit card?" and then watch the result on video.

Our facilitator thought that my eye contact was a bit too much: I should blink more often. He said that my way of pulling my chin back and holding my head on one side seemed to be saying "You are stupid and you better sort it out".

These home truths would have been easier to dismiss were it not for the sensitive nature of the advice he was giving to my course mate. Her habit of going into a fake cockney voice was much better discarded, as was her frequent raising of eyebrows.

We went over the same phrases again for the video's benefit, this time without our habitual gestures.

I could see that my course mate looked better eyebrows down. She assured me that my self-conscious blinks and thrusting chin were also an improvement. The problem was how to stay that way: once the training day was over it was all too easy to slip back.

If you go along to a communications course out of curiosity (as I did) or because your employer wishes it, you are likely to emerge unscathed. For the first day or two afterwards I blinked when I remembered to. I now do not even do that.

Rereading this article, I notice it is riddled with illicit use of the third person, but do not feel inclined to go back and alter it. Perhaps that is just what one would expect from a closet control person.

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Ihre Aufgaben bestehen darin, Kassa- und Terminprodukte zu handeln, zwischen den Terminkonten zu arbitrieren, Produktstrategien und Problemlösungen für Kunden zu entwickeln und die Steuerung der Risikoposition in Aktienprodukten zu übernehmen.

Wir erwarten neben einem abgeschlossenen Studium und einer soliden, mehrjährigen Berufserfahrung sowohl im Kassa- als auch im Terminbereich mathematische Grundlagen und fundierte EDV Kenntnisse. Moderne Kapitalmarkttheorien sind Ihnen bekannt. Führungsverantwortung und ein hohes Maß an Kreativität kennzeichnen Sie aus.

Wir bieten Ihnen eine Aufgabe, die hohe Ansprüche an Ihre fachlichen Fähigkeiten und Ihre Führungskompetenz stellt. Neben einer leistungsgerechten Dotierung, die am Gesamtergebnis der Abteilung orientiert ist, sind exzellente Entwicklungsmöglichkeiten innerhalb des Bankkonzerns gegeben.

Sie fühlen sich angesprochen ?

Dann rufen Sie Herrn Dr. Rolf Behrens oder Herrn Holger Eisner von Banking Consult GmbH, Lindenstraße 11, 61231 Bad Nauheim, Tel.: 06032-4041 an, die Ihnen gerne weitere Informationen geben. Selbstverständlich können Sie auch Ihre kompletten Bewerbungsunterlagen direkt an die von uns beauftragte Beratungsgesellschaft schicken. Absolute Diskretion ist selbstverständlich.

BANKING CONSULT
GmbH

FUND MANAGEMENT –
UK EQUITIES

Broaden your investment experience in a small portfolio management team within a blue-chip organisation.

The company, part of a well-known group owned by some of the UK's most prestigious institutions, is responsible for the management of a variety of portfolios, many of which are invested in smaller companies.

In this position, you will be responsible for managing the UK equity portion of the group's in-house pension fund and for assisting in the management of an investment trust portfolio. As part of a small team, you will make an active contribution to investment strategy.

To be a candidate, you must have three to five years' experience in UK equity research

and some exposure to fund management. You will require strong communication skills in order to make effective presentations to senior management and pension fund trustees.

The company offers a competitive salary and benefits package including car, mortgage subsidy and bonus.

To apply, in strict confidence, please write to: Tony Tucker, John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Tel: 071-222 7733. Fax: 071-222 3445.

John Sears and Associates

Executive Search & Selection in Investment Management

A MEMBER OF THE SMCL GROUP

Fixed Income Manager/Analyst

Excellent Salary & Benefits

Our Client is one of the leading Investment Management Houses in the City, with around £3.5bn fixed interest in funds under management.

The department is looking to strengthen its existing team by building up its research capabilities. The individual they are seeking will be specifically responsible for the areas of performance analysis and product development. In addition, they will also be managing Client's funds on a day to day basis.

The successful candidate should be mid 20's to early 30's with a maths or economics background, possess a significant knowledge on the Bond and Currency markets and is seeking the opportunity of managing money as well as being an analyst.

For a confidential discussion please contact Patrick Morrissey or Nigel Haworth on Tel: 071-236 2400, Fax: 071-236 0316 or in writing to Sheffield-Haworth Ltd, Price Rupert House, 64 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH
Consultants in Search and Selection

Assistant Manager ~ Financial Compliance

CITY

£35,000-£50,000 PACKAGE

Our client is one of the world's leading banking organisations and is committed to the continued development and expansion of its operations. As a result they have identified the need to appoint an Assistant Manager within their Group Chief Accountant's Department. This is a key role within a high calibre team and carries with it a significant degree of responsibility.

Major activities within this role will include:

- assisting the Head of Financial Compliance with capital adequacy reporting and various projects in the form of special requests from the Bank of England;
- preparing consolidated Cross Border, Foreign Exchange Exposure and Large Exposures returns in line with Bank of England guidelines;
- providing guidance to Group entities and other areas within the organisation in the application of underlying regulatory guidelines.

Aged in his or her late twenties to early thirties, the ideal candidate will be a qualified accountant with good knowledge of capital adequacy issues and

consolidation accounting. This will be coupled with a knowledge of Bank of England returns and, ideally, US Federal Reserve and US Securities and Exchange Commission guidelines.

The role will demand highly developed communication skills, analytical reasoning, decisiveness and commercial awareness. Diplomacy and the ability to perform under pressure will also be essential requirements. Proficiency in the use of PCs and spreadsheets are prerequisites.

Remuneration will include a basic salary commensurate with experience, mortgage subsidy, company car, pension and private health scheme, bonus and 30 days holiday entitlement. Additionally, prospects for further career development are excellent.

For further information please contact Charles Simeon on 071 404 3155 or write, enclosing brief details, to the address below. All enquiries will, of course, be treated in the strictest confidence.

Alderwick Peachell

& PARTNERS LTD

Alderwick Peachell & Partners Limited, Recruitment Consultants, 125 High Holborn, London WC1V 6QA. Tel: 071-404 3155. Fax: 071-404 0140.

STRATEGIST/ RISK TAKER



HSBC Asset Management

London

Competitive Salary and Benefits

HSBC Asset Management is the international investment management business of the HSBC Group, one of the world's largest banking organisations. With global funds under management in excess of US\$26 billion, we offer a full spectrum of investment products for institutional and retail clients in all major financial centres.

The company now seeks a high quality individual for this exciting new global role. Responsibilities include: formulating foreign exchange projections, technical model development (with quant support); and active management of existing substantial TAA mandates.

The successful candidate will have several years' Money Centre Bank FX experience, particularly as a profitable proprietary positioner, who has the vision necessary to build this key growth element of our business.

The post will be based in the London office, but there will be opportunities to visit the overseas offices in the asset management group.

To the right candidate we offer an excellent salary and full range of benefits.

Please respond in writing to Bryce McDonnell, James Capel Fund Managers Limited, 7 Devonshire Square, London EC2M 4HU, or call him in Hong Kong on 010-852-847-9007.

member HSBC group

Bank of Ireland
Group Treasury

Bank of Ireland is the leading provider of treasury services in Ireland. Due to continued expansion we have vacancies for individuals with initiative who will contribute to our reputation for innovation, professionalism and customer service. Positions are available in Dublin and London for individuals with the appropriate qualifications.

CURRENCY OPTIONS DEALERS (DUBLIN)

A minimum of three years experience working closely with corporate units to formulate innovative strategies to meet customer requirements. The ability to trade volatility on a proprietary basis is essential. Experience in interest rate options, while not a prerequisite, would be beneficial. Candidates must have a proven track record and the ability to keep pace with market developments.

FX DEALERS

A minimum of two years experience which will have been obtained in an active trading operation. Emphasis will be on Dollar/DEM and cross currency trading in European currencies. Candidates must be strongly motivated and innovative, with a broad perspective on markets.

TRAINEE DEALERS

Candidates must have spent a minimum of one year in an active trading operation. Positions exist in both currency and interest rate product areas encompassing both on and off balance sheet activities. Intensive training will be provided with a view to rapid progression for the successful individuals.

We offer career progression together with a performance related compensation package. Interested candidates should write enclosing a detailed curriculum vitae by Friday 19th November 1993 to:

Mr. F. J. Healy,
Head of Personnel,
Bank of Ireland Group Treasury,
La Touche House,
1 F.S.C.,
Custom House Docks,
Dublin 1.

OPPORTUNITIES IN PRIVATE CLIENT ASSET MANAGEMENT

BWD Rensburg Limited, a member of the BWD Securities PLC Group, is a leading regional Stockbroker. The firm has around 300 employees with offices in Belfast, Birmingham, Bradford, Glasgow, Huddersfield, Leeds, Liverpool, Manchester, Rotherham and Sheffield.

We are seeking to strengthen our teams and have the following opportunities:-

PRIVATE CLIENT STOCKBROKING AND FINANCIAL PLANNING SERVICES

Applications are invited from experienced professionals with proven track records in either financial planning or stockbroking, to join our teams in various offices and contribute to the continuing development and success of the business.

RESEARCH ANALYST

An opportunity exists for an individual to join the Research Team in Liverpool. Applicants should have at least 5 years experience in company/industry analysis, probably gained in either Fund Management or Research. Numeracy/literacy and excellent communication skills will be a prerequisite as the role will involve substantial liaison between our offices.

Please apply in writing with full C.V. and details of current remuneration package to: - Jane Bateson, Personnel Executive, BWD Rensburg Limited, Woodsome House, Woodsome Park, Fenay Bridge, Huddersfield HD 8 0JG

**BWD
RENSBURG**

BWD Rensburg Limited
Member of the London Stock Exchange
Member of the Securities and Futures Authority

Global Custody

Experienced Operations Managers

Our client is a leading Global Custodian. The company's success has been built upon its commitment to providing outstanding customer service, recruiting and developing the highest calibre staff and investing in the technology essential to remaining at the forefront of this competitive industry.

The client now seeks to recruit two Operations Managers who will play key roles in positioning the business for the future. These managers should combine technical knowledge with the ability to initiate and manage change. Additionally, they must possess outstanding people management skills and a genuine interest in developing staff on an individual and team basis.

Investment Manager Liaison

The successful candidate will have a dual focus. Firstly, to manage a team which services the needs of investment managers on a day-to-day basis. Secondly, and equally important, to manage the Bank's relationships with the investment management community. Consequently, candidates must offer proven track records in managing operations teams and must possess outstanding interpersonal and communication skills.

Candidates for both positions should be of graduate calibre with current securities industry knowledge. They should be accustomed to working in a technology driven environment and should be able to demonstrate their ability to deliver high quality customer service. In return, the organisation will offer competitive compensation packages and excellent career prospects.

Interested candidates should write to Sue Murrell at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae. All applications will be forwarded direct to our client for consideration. Please list in your covering letter any organisations to which you would not wish your CV to be sent.

76, Watling Street, London EC4M 9BJ

BBM
ASSOCIATES

Fax: 071-246 2814

Operations Manager

This is an excellent opportunity for an ambitious operations specialist to manage a team with diverse processing functions. It is a high profile position within the operations division and the successful candidate will require the analytical and creative skills to review processes and to formulate and implement operational changes.

Senior Investment Officer

£22,500

Manchester

The Royal Bank of Scotland is one of the UK's most prestigious and progressive financial services groups.

We now need an experienced investment professional to be responsible for reviewing trust portfolios at our Manchester Office. Amongst the 900 portfolios, a considerable number are of high value and include executorships, private trusts and settlements, charitable trusts and a clutch of small, self-administered pension schemes.

Additionally, your work will involve supervising and advising staff on investments matters and as part of a small team, you will help formulate the Trustee Division's investment policy. There will be considerable contact with stockbrokers to maintain valuable working relations.

You will need a professional investment qualification, strong technical competence and a sound knowledge of the current investment and economic scene.

In return, we're offering an attractive salary plus all the benefits associated with a major banking group, including subsidised mortgage facilities, profit sharing, Christmas bonus, generous holidays and a non-contributory pension scheme.

Please apply in writing to: Charlotte Froude, Personnel Officer, Personnel Department, The Royal Bank of Scotland Plc, PO Box 356, 45 Mosley St, Manchester, M60 2BE.

Committed to Equal Opportunities



The Royal Bank of Scotland
WHERE PEOPLE MATTER

Bank Austria

CORPORATE FINANCE

Bank Austria is the leading bank in Austria, with assets in excess of \$50 billion, and it forms the core of the country's second largest industrial group. The Bank is AAA rated. The London Branch has an innovative and rapidly expanding corporate finance business. We are looking for a commercially-minded professional to join the team to specialise in equity investment, and structured finance both in the UK and Continental Europe.

The key qualities required will include the ability to quickly assimilate investment concepts, to produce concise analytical reports, and to thrive in an open and multidisciplinary environment where client service is paramount, and individual initiative is encouraged.

You will probably have an ACA, a liking for project finance, and proven expertise in capital structuring. Knowledge of German would be useful but not essential.

If you have the motivation to succeed in an unpredictable and pressurised business, please send your C.V. for the attention of the Personnel Manager to:

Bank Austria A.G.
Bank Austria House
32-36 City Road
London EC1Y 2BD

FINANCIAL TIMES/LES ECHOS

Paris Based

EUROPEAN INSTITUTIONAL SALES REPRESENTATIVE

THE COMPANY

- Subsidiary of a large European financial institution, and a high quality American investment management firm. Parents manage a total of over US\$75 billion.
- Full investment management product line.
- Marketing and management of global investment services for institutions and high net worth individuals.

THE POSITION

- Senior marketing position. Direct responsibility for development of institutional investment management mandates. Support provided by a strong and long established European network.
- Job responsibilities include both marketing and client maintenance and communication.

QUALIFICATIONS

- Ten years business experience.
- Prior proven record of financial services marketing success.
- Candidates should have knowledge of major European institutional investors and business practices.
- Sales skills in English. French or other European languages desirable.
- Investment management experience desirable.

COMPENSATION

- Highly attractive and open ended incentive compensation package.

Please forward letter, in confidence, with supporting statements of past successes, resume and compensation history to Box B1900 Financial Times, One Southwark Bridge, London SE1 9HL. If there are companies you do not wish your application to be sent to, please mention it on the cover letter to the Financial Times.

Opportunities abroad

Project funded under the British Government's Know How Fund for Eastern and Central Europe.

Ukraine (Kiev)

Russian or Ukrainian speaking experts in various aspects of economic policy, financial systems and banking.

Duties: to advise and assist key ministries and departments in the Ukrainian Government (eg. Finance, Economics, State Property Fund, Anti-Monopoly Committee) in introducing economic and systemic reforms, and to strengthen the capacity of these institutions to deliver change.

Qualifications: EC citizenship; Russian or Ukrainian speaker; recent experience in a regulatory body or bank at Senior Management level, or in a research institution, with responsibility for economic policy.

Salary: £34,499 to £48,251, depending on qualifications and experience. Tax free depending on circumstances.

Benefits: free accommodation; fares and baggage allowance; medical cover; and superannuation compensation allowance of 16.78% of salary.

Contract: one year from January 1994.

Closing date for applications: 30th November 1993.

Applications welcomed from candidates on or considering secondment.

The British Council is committed to a policy of equal opportunities.

Requests for further details and application forms, quoting reference 93/571-48 and enclosing A4 s.a.e. (34p), to: Overseas Appointments Service, The British Council, Medlock Street, Manchester M15 4AA.

Telephone: 061-967 7363. Fax: 061-967 7397.

 **The British Council**
ODA

Equity Research Opportunities

RESEARCH ANALYSTS

Salomon Brothers' continued expansion in Hong Kong has created the need for several experienced Equity Research Analysts. Successful applicants will be responsible for sectoral coverage of the equity markets in Asia, outside Japan.

Requirements:

- A minimum of three years relevant experience in the industry.
- A post-graduate degree, preferably with a CFA designation.
- Excellent written and verbal communication skills.
- Strong quantitative grounding.
- Computer literate (including Excel and other advanced PC applications).

An attractive remuneration and benefits package, including relocation expenses, will be offered to the right candidates.

Applicants with proven experience, a drive for hard work, and the desire to contribute to an expanding research effort are encouraged to forward resumes to:

Salomon Brothers Hong Kong Limited
Human Resources Department
21/F, Three Exchange Square
Hong Kong

Salomon Brothers

WISE SPEKE



A Member Firm of the London Stock Exchange and of The Securities and Future Authority

For ninety years, Wise Speke has built a strong reputation for its personal, efficient and dedicated service to Private Clients which it now provides from offices in Newcastle, Leeds, Middlesbrough, Manchester and London.

We are looking to attract suitably qualified individuals to help develop our Private Client services.

Candidates should be able to demonstrate a sound track record as successful Private Client Stockbrokers with the ability to expand an existing client base within a team environment.

If you are interested in joining a successful and growing company, please send a detailed curriculum vitae to the Director of Operations at:

WISE SPEKE LIMITED
Commercial Union House
39 Pilgrim Street
Newcastle Upon Tyne, NE1 6RQ

INVESTMENT
ANALYST/MANAGER

London

Excellent Package

Rapidly growing independently-owned global equity investment house based in the US with funds under management of approximately \$5bn is expanding its locally based coverage of UK and European stocks. There is a requirement for an analyst/manager to join the London office to take responsibility for UK and some European specialist stock selection.

Educated to degree level, numerate, literate and articulate, candidates will have at least five years' relevant experience. Aged in their late 20s to early 30s, they should be able to demonstrate a successful track record in stock selection, based on a rigorous, analytical approach. The ability to work as a key member of a closely knit team is essential. Fluency in German is desirable.

Apart from a competitive base salary the compensation package will include an attractive range of fringe benefits.

Please send your cv and a covering letter quoting ref: S1011 to:

SC
SELECTION

11 Little College Street, London SW1P 3SH

QUANTITATIVE ANALYST

City

Investment Management

Competitive Package

Our client, a leading US global asset management company, is seeking to recruit an additional member for its small and highly successful Investment Technology team. Established in 1988, the team has been involved in the development of a sophisticated quantitative product for managing currency exposure.

The new recruit will work closely with a quantitative currency Portfolio Manager, assisting with the implementation of investment decisions and contributing to the research and development of new and existing products for the group's international investment funds. A genuine commitment to the long-term success and growth of the group will be rewarded with increased responsibility and promotion to full Portfolio Manager status.

Candidates will be numerate graduates, with a minimum of three years' quantitative experience in an investment management house and a sound understanding of investment products. In addition to possessing computer programming and analytical skills, candidates must be able to demonstrate creative thinking and flexibility, whilst maintaining a mature approach to investment decisions.

Interested candidates should send full curriculum vitae, including details of current salary, to Carol Jardine, Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB, quoting reference number WS/25/1.

WHITNEY
SELECTION

Waters Lunniss is the highly profitable stockbroking arm of Norwich and Peterborough Building Society. Backed by the substantial resources of one of East Anglia's leading financial institutions, the company's rate of growth has been dramatic during recent years. This expansion has involved the opening of new branches, the securing of high quality sources of new business and the introduction of innovative services.

BROKERLINE MANAGER - Norwich

Waters Lunniss Brokerline is one of the UK's most competitively priced telephone sharedealing services. It has enjoyed phenomenal growth during the past year. There are many opportunities to further promote the service and this new position has been created to pursue an active marketing strategy as well as to maintain a high level of customer service.

The successful candidate is likely to have experience of either retail stockbroking or financial services marketing.

SHARE CENTRE MANAGER - Nottingham

As part of the continuing expansion of our branch network, this new Share Centre will be opened at the beginning of 1994. The role will involve business development, backed by our wide range of services including highly competitive commission charges, PEP's and a unique Instant Settlement Service.

You will be qualified to at least SFA Registered Representative status having gained thorough experience of dealing with private investors. The ability to bring existing clients is desirable, whilst a smart appearance and an outgoing, enthusiastic personality are essential.

Both positions offer a competitive salary and excellent career prospects.

Please apply in writing, with full C.V. and current salary details, to:

Richard Lamer, Managing Director,
Waters Lunniss and Company Ltd,
2 Redwell Street, Norwich, NR2 4SN.

 **WATERS LUNNISS**

A member of the Norwich and Peterborough Group
A member of The London Stock Exchange and SFA

Chief Economic
Adviser CBI

On the departure of Andrew Sentance to a senior post at the London Business School the CBI will appoint a Chief Economic Adviser (CEA). The post holder will be responsible to the Director General for all aspects of the CBI's economic work: its surveys of business opinions, advice to Government and publications and conference programmes. The CEA will also manage the Economics and Tax Department and will be expected to represent the CBI publicly in many national and European fora.

Salary will be appropriate to a post of this importance.

Applications should be forwarded, enclosing a comprehensive cv, to the Personnel Director, Confederation of British Industry, Centre Point, 103 New Oxford Street, London WC1A 1DY. Please quote reference ECL.

Compliance Manager Global Securities House

City

£ Excellent Financial Sector Package

Our client is a leading Global Securities House with an impressive client base which includes institutional investors, major corporations, governments and their agencies. They are involved in a broad range of activities including the origination, sales and trading of Fixed Income, Equity, Derivative and Treasury products; M&A, Corporate Finance and Asset Management. They seek to make a new appointment of a Compliance Manager to the existing team.

The Compliance department is an integral part of the business. The new appointee will be expected to manage and provide an advisory, monitoring and liaison service to business areas. The role also includes maintenance of close links with the regulatory bodies, research and investigatory work on technical issues, ongoing surveillance of the business and providing support to the head of the department.

Applicants should be of graduate calibre preferably with a professional qualification such as the Securities Institute Diploma. They should have significant compliance experience particularly with a good working knowledge of SFA and Stock Exchange rules and regulations. Experience of IMRO rules would be an advantage.

Most important, however, are personal qualities including confidence, diplomacy, presence and initiative. First rate written and oral communication and presentation skills are essential as is the ability to work under pressure.

Interested applicants should contact Anna Williams on 071 831 2000 or write to her at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH or fax a copy of your curriculum vitae on 071 405 9649.



Michael Page City

International Recruitment Consultants
London Paris Amsterdam Düsseldorf Sydney

Setting Standards for Investor Protection

The Investor Protection Policy Department within the Securities and Investments Board (SIB) is responsible for the development of standards of investor protection in both wholesale and retail markets, and for SIB policy on the Investors Compensation Scheme.

Two managerial roles have arisen within the department. In both positions the successful candidates will be involved in discussions inside and outside SIB; preparation of policy papers; formulation of statements of standards; evaluation of SRO/RPB policies etc.

The first role will initially involve responsibility for the areas of safe custody and client money; the second will, as the career progresses, focus on conduct of business policy for securities/derivative business and investment management. The content of each role is likely to evolve as the department's portfolio changes.

Candidates are likely to be educated to degree standard and may have a professional qualification. They could come from a variety of backgrounds (commercial or regulatory), which have provided City experience or involvement. Experience in formulating policy or strategy would be useful.

Applicants must have a good grasp of the FSA framework, combined with a knowledge of investment business, particularly in capital markets. Equally important, however, are negotiation skills, diplomacy, common sense, authority and the ability to master new briefs quickly.

Interested applicants should in the first instance contact Anna Williams to request an information pack at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Telephone 071 831 2000.



Michael Page City

International Recruitment Consultants
London Paris Amsterdam Düsseldorf Sydney

WOULD YOU RATHER HELP BUILD COUNTRIES THAN COMPANIES?

Investment Analysts - London/Overseas

This is a rare opportunity to build not just your own career, but wealth-generating projects in the developing world.

The Commonwealth Development Corporation (CDC) provides investment and business support for 240 projects in over 50 developing countries.

We have over £1.4 billion currently invested and are continuing to make new commitments of over £150 million per year.

Our Investment Analysts play a critical role in assessing potential investments and assisting management in the investment decision process.

Initially based in London with the opportunity to transfer to one of our overseas offices or managed subsidiaries, this role offers constant variety, as well as the chance to contribute to the infrastructure of the developing world.

To join the CDC team, you should be a qualified accountant or MBA, or have experience in corporate finance in a major accountancy firm or bank. You are familiar with sector analysis, computer modelling and preparing/reviewing business plans.

In addition, the ability to speak Spanish would be a distinct advantage.

We offer a competitive package, that includes a subsidised mortgage programme, non-contributory pension scheme and child care vouchers.

To apply please write with full CV, enclosing details of current salary and quoting serial number 388/FT, to: Valerie Latham, Senior Personnel Executive, Commonwealth Development Corporation, One Bessborough Gardens London, SW1V 2JQ.



Britain Investing in Development

Operations Manager

City

£ Excellent package

Our client is a major international financial institution and is now intending to recruit an outstanding Operations Manager to help establish its Securities and Capital Markets operation in London.

This new position will report to the Managing Director and be responsible for directing, developing and monitoring the staff and activities of the operations and support departments for securities and money market operations, funds transfer, accounting and administration.

The ideal candidate, preferably a graduate, aged around 35, will have a minimum of 7 years operations experience primarily in a securities environment regulated under SFA. This will include various types of funding transactions, capital markets, documentation, Euroclear, funds transfer, etc. A working knowledge of various types of PC based applications and accounting will also be necessary. This is a new position and will therefore include responsibilities for establishing procedures, team building, training and an ongoing involvement in systems enhancement.

A highly attractive remuneration package is negotiable and will reflect the high calibre of individual we are seeking from this position.

Please reply in confidence enclosing career and salary details to Tony Saw quoting reference T868 at the address below.



KPMG Selection & Search

1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

INVESTORS CHRONICLE

COMPANIES WRITER

We require a financial journalist. The job is an interesting and responsible one, analysing the performance of major quoted companies and giving an informed comment on the shares. Each companies writer has his/her own industry sectors but is expected to work as a member of the team.

Candidates need to be able to interpret a company's financial performance, assess its likely effect on the share price, and put this into clear, concise and entertaining language while meeting demanding deadlines.

Please send applications with CVs to:

The Editor, Investors Chronicle,
Greystoke Place, Fetter Lane,
London EC4A 1ND

FUND MANAGER PACIFIC BASIN EQUITIES CITY

A young fund manager is required to join a well-established medium-sized fund management company. The candidate would join a small disciplined team of specialists managing pension and other funds on a global basis.

The successful candidate should be a graduate with at least two years' experience, preferably in Far Eastern markets, but experience of other markets will be considered an advantage.

The position will suit a person who is a proven team player but who now wants to be responsible for his/her own performance.

A competitive salary and benefits package is offered. Please write with your C.V. to:

Box B1886, Financial Times,
One Southwark Bridge, London SE1 9HL

CAREER MOVERS' COMPANION

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For your information pack FREEPHONE 0800 622414

SAUDI CAIRO BANK VACANCIES

The Saudi Cairo Bank, a leading commercial Bank in Saudi Arabia, is seeking to recruit highly qualified, experienced and self-motivated personnel for the following positions at its Regional Offices:

1. Assistant Regional Manager, Retail Services

Supervise the Retail Services of the respective region. Develop business in those Branches to achieve the Bank's Marketing Goals and strategies.

2. Assistant Regional Manager, Corporate Services

Implement policies, rules and regulations related to extension of credit facilities and supervise Credit Managers and Officers of the Corporate Branches of the respective Region.

3. Regional Marketing Manager

Undertake Marketing of all Banking Services to clients and support Regional Branches in Marketing Field. Make suggestions for introducing new services in respective Regional Branches.

Candidates applying for the above vacancies should have a University Degree in relevant field of study; (10) years Banking experience of which at least (5) years at a Bank in Europe or America for (1-2) jobs and (8) years Banking experience for job (3) of which at least (4) years in same field at a Bank in Europe or America.

Fluency in both Arabic and English is a must for all the above vacancies. Attractive salaries are provided for the incumbents of the above jobs along with fringe benefits (annual bonuses, housing allowance, transport allowance, air tickets and medical treatment for the employee and his family, in accordance with the regulations in force in the Bank).

Applicants should send within one month of this advertisement their C.V.'s accompanied with a recent photo and copies of their qualifications and experiences to:

THE MANAGER, MANPOWER & DEVELOPMENT DEPT.
SAUDI CAIRO BANK, P.O. BOX 11222, JEDDAH 21453
KINGDOM OF SAUDI ARABIA.

بنك القاهرة السعودي

SAUDI CAIRO BANK



Fund Manager - Japanese Equities

The opportunity for an analyst/junior portfolio manager to take responsibility for the management of substantial funds in a major investment management firm.

Our client, a prime London-based asset management company, has an opening for a fund manager in its Japanese Equities department which currently manages assets of over £3 billion. The principal task will be to take responsibility for the selection of stocks in several market sectors by the application of disciplined research and valuation techniques designed to produce consistent and superior performance.

The position is likely to appeal to research-minded candidates with three to five years' experience in the analysis/management of Japanese equities who feel ready to assume greater responsibility for the management of portfolios. Well developed analytical and communication

skills are a prerequisite and applicants must be able to demonstrate a successful academic and career record to date as well as a high degree of energy, self-motivation and team mindedness.

In addition to a competitive salary and benefits package and an attractive performance-related bonus plan, the position offers excellent career development prospects and the opportunity to work in a modern and friendly atmosphere within a company well positioned for future growth. If you would like to be considered for this opportunity, please write in complete confidence to: IMR Recruitment Consultants, No. 1 Northumberland Avenue, Trafalgar Square, London WC2N 5BW (Tel: 071-872 5447).



INVESTMENT MANAGEMENT RESOURCES

RESEARCH DEPARTMENT - BUSINESS DEVELOPMENT MANAGER

CITY

Our client, a major global securities firm, is seeking a Business Development Manager to join its Research department. The role involves analysing the research needs of the business and its client base with the objective of ensuring that the services provided meet the future needs of the firm's clients. The firm is expanding its range of services and the person recruited to this position will work with the Head of Research to help prioritise and manage the implementation of the new initiatives.

The successful candidate will be self-motivated and able to interact at all levels of the firm. A strong analytical mind is important as is the ability to work to tight deadlines. Good implementation skills will be vital. Several years' experience in a leading financial institution, although not necessarily in a securities research department, would be an advantage.

The career prospects arising from this position are excellent. Opportunities for the right candidate will be many and will encompass a wide range of the total activities of the firm.

Applications in writing to Gertrude Nelson, Ref. 041011, DMB&B Financial, 5 Charles II Street, London SW1Y 4AA.

Your details will be forwarded direct to our client.

Please list on a separate sheet any companies to which your details should not be sent.

The confidentiality of all approaches is guaranteed.

DMB&B
financial

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Frustration down the line for litigation reform

Andrew Jack reports that the campaign by firms to limit liability is in danger of running out of steam

PAPERS circulating behind the scenes among the UK's larger accountancy firms show that there has been considerable thinking on changes in the law to shield them from the effects of law suits. So far, there has been rather less of a result.

At issue is whether the firms should be protected from the risks they currently run of being made responsible for paying out legal damages in excess of their culpability in an audit following the financial collapse or failure of a company.

Against them stand parliamentary priorities perceived to be more important, intransigence, fears of jeopardising the public interest and a wall of unsympathetic investors, banks, and even accountancy firms.

The UK profession has lagged behind its counterparts overseas in its campaign, in spite of its long-standing and relatively prominent position among firms both damaged by legal settlements - such as over Ferranti and Johnson Matthey Bankers - and by potential claims, most voluminous in relation to the Bank of Credit and Commerce International.

Australia and the US have seen longer-running efforts to bring about reforms, with sophisticated lobbies developed to appeal for changes in the law over several years.

The first public indications that the UK was at work came this spring. Ian Greer Associates, a political lobbying firm, launched a programme of interviews with politicians, companies and opinion formers to assess their views on the subject.

The largest eight accountancy firms have since commissioned Greer on a

longer-term contract to advise on reforms. Steering the developments are a trio of senior partners, from Arthur Andersen, Coopers & Lybrand and Price Waterhouse.

A detailed, confidential discussion document obtained by the FT which was prepared in late March this year and runs to nearly 20 pages, provides an insight into the firms' strategies. It has since been updated, but is believed to still take broadly the same line.

It cites despairingly from the Department of Trade and Industry-sponsored report on auditors' liability submitted in 1989; which was prepared by Professor Andrew Lickierman - recently appointed as the government's chief accountancy adviser.

The paper notes that little of its advice has been implemented, and that its recommendations are, in any case, "somewhat more muted than one would have wished".

It stresses that the potential damages facing accountants have escalated considerably since and argues that the current system is unjust, jeopardises the range of services now provided, and risks larger firms shedding "high risk" companies. It argues such a move would be against the public interest, no doubt much to the chagrin of smaller firms which might inherit these audits.

It also hints that without reform auditors might refuse to honour their commitments in the recommendations of the Cadbury committee report on the financial aspects of corporate governance, notably in verifying statements on whether a company is a going concern and in ensuring that

descriptions of internal controls are accurate.

The paper suggests five options:

● Incorporation of accountancy firms so they would conduct audit business as companies with limited liability.

● The introduction by law of a statutory cap on liability, as already exists in Germany at DM500,000.

● Reforming the law on joint and several liability, to make damages proportionate to blame rather than the current system where a defendant can be made to pay all an award.

● Compulsory insurance for directors and officers of companies, to ensure that these individuals have assets worth pursuing through litigation, rather than accountants being the sole target for redress because they have "deep pockets".

● Amending section 310 of the 1985 Companies Act (as the Lickierman report suggests) to permit auditors to limit their liability by contract.

It goes on to dismiss the first three options. Incorporation, it argues, would still leave those involved in an audit vulnerable to personal liability in negligence cases and does not fully address the problem.

A statutory cap would be most appealing, by giving certainty to the level of potential liabilities as a result of litigation. But it argues that such reform has twice foundered in Australia, and that there are "real difficulties" in convincing governments that capping legislation is necessary and equitable.

Reforming joint and several liability would require fundamental change on a principle which most parties con-

sider equitable, and hence could prejudice other more likely proposals for reform.

That leaves the provision of directors' and officers' insurance, which it endorses, and the amendment of the 1985 Companies Act. It suggests a minimum limit on liability in an audit contract of at least 10 times the audit fee, and not below £50,000 for a sole practitioner or £100,000 for other professionals.

These figures are believed to be merely initial and illustrative, and the firms claim to be willing to be very open to negotiation on limits. They have also stressed in private that they have no problems paying out heavily where they are found to be at fault.

But the campaigns for litigation reform seem to have been losing steam around the world. In Australia, proposals in New South Wales to introduce a cap on liability have foundered. In the US, many businesses have supported the efforts of Cess, the coalition to eliminate abusive securities suits, which was spearheaded by the "big six" accounting firms. It hopes for a draft bill next year, though sentiment at public hearings held in the summer was not entirely favourable.

Similarly in the UK, the campaign also seems to have lost some of its steam. The great groundswell hoped for this year has been postponed. Deputations have returned empty-handed, though not without hope.

Over the summer, the senior partners of the larger firms met Mr Neil Hamilton, minister for corporate affairs at the Department of Trade and Industry, and received what they

considered to be a sympathetic hearing. Their representatives have since met officials several times.

On the other hand, as one senior Whitehall official put it: "There was a certain level of, shall we say, healthy scepticism about the proposals." They have been asked to come back with a stronger case which stresses how no group would be prejudiced by their proposals.

They have also agreed to provide further financial details on their case, by collating aggregate figures on the costs of insurance premiums, legal awards and other related expenses connected to litigation.

Above all, they still need to demonstrate how truly financially damaging litigation is proving, and to clarify their stance in cases where there genuinely has been poor audit work.

In the meantime, the firms plan to gather further support from industry for their proposals. They have drawn some comfort from a sympathetic statement calling for reform by the Confederation of British Industry.

They may approach government officials again during the spring, and aim to build support with a more public campaign over the summer. Even if things go extremely well, they are unlikely to be able to squeeze any proposals on to the legislative agenda as soon as next year.

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The Head of Taxation will be responsible for developing UK and overseas tax policies, gaining acceptance of them and ensuring they are achieved. A key requirement is to establish strong communication lines with all divisional finance teams and to develop the central team in support of them. This is essentially a "shirt-sleeves" role demanding the ability to operate effectively at

both strategic and detailed levels, reporting on the tax issues to top management.

The successful candidate will probably be aged 35-45 and will have displayed a high level of responsibility, maturity and personal initiative in higher career to date. Ideally, he/she will have performed a similar role within commerce with broad exposure to UK, USA and other international tax issues, and with significant team-management experience. Leadership and communications skills are critical selection criteria for this position.

For further details on this exceptional opportunity, please contact Chris Nelson on 071 831 2000 (evenings and weekends on 081 785 6191) or write to him, enclosing a comprehensive CV, at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Strict confidentiality is of course assured.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

European Financial Controller

Thames Valley

c £45,000 + Car

Our client is a rapidly expanding, multi-site European subsidiary of a market leading US Corporation. Engaged in the design and development of specialist software for international niche markets, the company has built a strong customer portfolio through technological innovation and outstanding service.

Working closely with the Managing Director responsibilities will include the analysis and interpretation of management, financial and corporate reporting with particular emphasis on contributing to the profitable growth of the business. Key issues will be building strong working relationships with banks and other financial services providers and the progressive

development of pan European computerised information systems as a basis for day to day control and medium/long term planning.

Candidates, aged 30-36, will be graduate, qualified accountants with an impressive record of success gained in a fast moving, service driven, international environment. Excellent managerial and communication skills, high levels of drive and a practical, hands-on approach to business problem solving will be essential.

Interested applicants should forward a comprehensive CV, quoting ref 165000, to Mark Hurley ACMA,

Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Chief Accountant

Cotswolds

c £34,000 + Car + Benefits

Our client is a world class leader in aerospace electronics with an enviable record of out-performing its competitors under adverse market conditions. The success over the years has been attributable to a number of factors including the development and marketing of a significant number of unique products. The Group has an explicit commitment to invest in advanced manufacturing techniques and research and development, and is well positioned to exploit the opportunities of the 1990's and beyond.

Following a recent restructuring a new position of Chief Accountant has been created. Reporting to the Financial Controller key responsibilities will include:

- Control of all areas of financial and management reporting
- Compilation of budgets, forecasts and long term plans
- Implementation and development of management information systems
- Assisting in the formulation of strategy and policy making

- Management and development of a high profile team of accountants
- Commercial liaison across all functions and at all levels within the business

Successful candidates will be qualified accountants, aged 28-35 with operational experience acquired within a vital quality manufacturing/engineering environment. Knowledge of MRP2 and advanced costing techniques would be advantageous. In addition, strong communication skills and demonstrated commercial acumen are important prerequisites. In return the Group offer an attractive package including relocation assistance if required. Considerable opportunities for career development exist within the Group.

For further information please write including a comprehensive CV showing current salary and benefits to Joe Graham BA CA or Paul Toner at Michael Page Finance, 29 St. Augustine's Parade, Bristol BS1 4UL and quoting reference number 154211.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Coopers & Lybrand

MIDLANDS
TO £55,000 PLUS EXCELLENT BENEFITS

Group Financial Controller

This large Plc has shown great resilience during the recession and on-going strategic planning decisions should ensure that the future will show further progress despite the difficulties of the UK and World economies. Considerable emphasis has been placed on ensuring that the Group's major trading companies are truly low cost producers in their fields of operation.

The position of Group Financial Controller now becomes vacant as a result of internal reorganisation, the position being fully recognised as one of the key roles within the Group. Emphasis in the position will centre around the maintenance of high standards of control over the form and content of the management and statutory accounts, together with the budgeting process. You will then have responsibility for identifying that appropriate measures are taken to address areas needing corrective action. In addition, you will help control the financial integration of acquisitions and the necessary financial arrangements relating to disposals.

Executive
Resourcing

As an individual you will be a graduate member of one of the major accounting bodies with the ability to address complex financial and accounting issues and deliver solutions and results within strict time scales. You should have the courage of your convictions and possess the high standard of communication skills necessary to convey your message to senior colleagues. The position will demand very strong technical accounting skills together with hands-on operating experience. A working knowledge of a European language and competent computer skills are necessary.

This is a high profile appointment which offers attractive opportunities in a progressive group.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Executive Resourcing Limited, 76 Shoe Lane, London EC4A 3UB, quoting reference JE258 on both envelope and letter.



FINANCIAL MANAGEMENT SPECIALISTS

KEY CAREER MOVES INTO THE CITY

CHALLENGING OPPORTUNITY- STRUCTURED FINANCE

An exceptional opportunity exists for a high calibre ACA to join the structured finance division of a leading merchant bank. You will deal with the specialist areas of tax based and off balance sheet finance and limited recourse lending for a variety of blue-chip clients.

Whilst full training will be provided, business skills and personal qualities are essential:

- An above average intellect and level of numeracy, illustrated by first class academic qualifications and 1st time passes from a top six firm.
- A creative mind able to contribute new ideas and look at figures in an innovative and original way.
- A high level of self-confidence, maturity and motivation.
- A highly polished and professional manner, with strong verbal and written communication skills as you will gain exposure to senior level clients at an early stage.

The post would suit a newly qualified ACA, aged 23-27, looking to embark on a challenging career in banking.

If you think you have the intellectual capability and the personal qualities necessary to meet either of these challenges, please contact Fiona Keil on 071-405 4161 or write to her enclosing a recent CV and note of current salary, at 5 Bream's Buildings, Chancery Lane, London EC4A 3DY.

HIGH PROFILE ROLE FOR AMBITIOUS ACAs

This prestigious investment bank is actively recruiting in the area of Corporate Finance both at Analyst and Associate levels. Joining established specialist teams you will assist in the provision of a wide range of corporate financial services to clients throughout the UK and Continental Europe.

But training will be given in all areas of M & A, Financing, MBOs, Placements etc but you will be expected to assist from early on in improving procedures and introducing new ideas.

Whilst exposure to a banking audit and/or due diligence work would be an advantage, more important by far will be your ability to match our high standards of quality and dedication. In order to do this you will be a graduate (minimum 21 degree) with 1st time ACA passes from a top six UK-based firm and a maximum of 12 months p/q experience.

In addition, confident, outgoing personality, along with a high degree of maturity and professionalism are essential and preference will be shown towards those fluent in another European language.

£25 - 32,000
PLUS BONUS

CITY
BASED

EXCELLENT
BENEFITS

A MEMBER OF THE PSD GROUP

Michael Page Group PLC Regional Manager

Leeds

c £35,000 + Car + Bonus

Michael Page Group PLC is one of Europe's most successful executive recruitment consultancies. We are at the forefront of one of the most dynamic and demanding service industries and we intend to stay there.

Michael Page Finance is the largest subsidiary within the Group and regular readers of this newspaper will be aware of the scope of our activities around the U.K.

We now seek to appoint a Regional Manager to develop further our interests in Yorkshire and the North of England.

Candidates, already having gained several years experience in financial recruitment, must also be able to demonstrate leadership qualities coupled with the maturity and stature to

build upon the strong business relationships the Group enjoys with our clients in the North of England. You probably feel restrained in your present company and are looking for a role where you are given autonomy and scope to develop. You must be able to work under pressure and be the type who thrives in a young company which truly believes in a "work hard/play hard" philosophy.

In return we offer a highly competitive remuneration package coupled with the opportunity to develop a long term career with the best name in the business.

Interested applicants should contact

Stephen Banks ACMA, Director, on 0532 450212 or write to him at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Director of Operations

Finance, Administration & Compliance

c.£60,000 + bonus + car London

Since its establishment in the 1980s, this young, forward looking investment management company has achieved significant expansion, through both acquisition and organic growth.

The company now wishes to appoint a Director of Operations whose abilities will add value now and be able to make a long term contribution to the company's future development. As part of their small executive team, the individual will have overall responsibility for the development and management of their finance, compliance and administration departments.

- Key tasks will include:
- Contributing to the strategic development of the business
 - Monthly financial management reporting, including financial results, budgets, forecasts and plans
 - Monitoring and developing their complex suite of financial and administration systems

- Day to day management of small departmental teams of staff
- Reviewing and maintaining administration and compliance processes.

To qualify for the appointment, you will have a strong track record as a senior level within an asset investment management organisation. Ideally you will be a qualified accountant or have a strong financial/management background, and, most importantly, have experience and knowledge of IMRO.

In personal terms you must be a team player with natural leadership qualities. Good communication skills, plus evidence of achievement at both strategic and operational level is a prerequisite.

Please write, enclosing a full CV and quoting reference J/1411 to Judith Richardson at the address below:

Executive Search & Selection, Price Waterhouse, Milton Gate, 1 Moor Lane, London EC2Y 9PB.

Finance Director

London

c£65,000 + options + car

Our client has established an enviable worldwide reputation, carving out a niche position within the business communications industry. Formed nearly 20 years ago, it has an impressive client base in both private and public sectors.

The immediate priority is to appoint a Finance Director with the necessary financial skills to enhance the existing infrastructure of financial controls and procedures across this multi-operational, "time-based" business. Strong IT skills are required, together with the experience and presence to handle a possible future flotation.

To succeed in this role, the Finance Director must assume front-line accountability, becoming closely involved in the detail of the business and providing considered financial control, analysis and evaluation of business issues, both in the UK and on an increasingly international basis.

A Chartered Accountant, aged 35 plus, with effective communication skills, you must be able to demonstrate a proven track record in a fast-moving service organisation.

Please send a full CV, quoting reference B/444/93 to Steven French.

KPMG Selection & Search

Peat House, 2 Cornhill Street, Birmingham B3 2DL.

Outstanding Career Opportunities for High Calibre Achievers

Consumer goods

to £35,000 + Car

Surrey

Aged 26-30

MA
MARTIN WARD
ANDERSON
FINANCIAL CONSULTANTS GROUP

This one billion pounds turnover Group is renowned for manufacturing and marketing a broad portfolio of quality consumer goods. Having recently launched significant sums in advanced manufacturing systems, the Company is poised to take advantage of major growth opportunities. Customer focused and entrepreneurial in style, it now requires two outstanding young accountants for the following positions:

Management Accountant - Branded Products

The key objective will be to provide a focused, creative management accounting service for Branded Management. Responsibilities include:

- analysis and interpretation of business performance
- review of commercial rates and opportunities
- preparation of management accounts and flash results
- new product costing
- pricing advice
- systems development.

Ages 26-30, two years' PQS gained within a large FMCG organisation is a minimum requirement for this role.

Ages 26-30, candidates must be graduate calibre qualified accountants with broad technical experience including: product and standard costing and a knowledge of networked PCs and mainframe systems. Personal qualities must include professional credibility, a robust but adaptable personality, together with excellent communication and interpersonal skills. At a time of great change, mental agility and the ability to develop creative solutions to business problems are vital attributes. Applicants should write, enclosing a Curriculum Vitae and details of current salary, to Tony Martin, Martin Ward Anderson, Goswell House, 154 Goswell Street, London EC1A 1DS. Please quote the appropriate job reference number. Alternatively, telephone him on 0773 820881 or 081-398 7505 (evenings and weekends).

Management Accountant - Production

Based in the production function at Group HQ, this role has responsibility for coordinating the production of management information for four 'state of the art' manufacturing plants. Duties will encompass:

- budgets, forecasts and flash results
- product costing and input to new product development
- factory performance review
- capital expenditure appraisal
- systems development
- advice and support to production management

A minimum of two years' PQS gained within a large manufacturing group is required for this post.

MANAGEMENT ACCOUNTANT - INTERNATIONAL SECURITIES MARKETS

PACKAGE C. £45K

Outstanding investment performance and leading-edge technology have made Buchanan Partners a leader in applying quantitative techniques to securities markets in Europe, Asia and Latin America. Our hedged investment techniques include multifactor equity modelling, statistical trading techniques, risk arbitrage and derivative arbitrage. Due to continuing expansion in the hedge funds under management we are looking for a further accountant within our return-oriented investment team.

Candidates must be qualified accountants with a strong academic record and have at least two years experience within an investment management or securities trading environment. They should have excellent technical skills together with the ability to implement systems solutions in a PC based environment. A broad knowledge of financial instruments including derivatives would be an advantage.

Compensation will not be an issue for highly motivated candidates. The attractive remuneration package will include participation in the firm's profits.

Please send your cv to:

Nicholas Moran
Finance Director
Buchanan Partners Limited
Buchanan House
3 St. James's Square
London SW1Y 4JU

BPL

Member of SFA

Fax: (71) 973-8072

Accounting Manager

Leading Worldwide Financial Institution

to £65,000 Package

City

Our client is one of the world's largest and most successful US worldwide securities houses. An opportunity has arisen within the European Finance Group for a high calibre professional to head up one of the financial accounting groups.

Reporting to the Controller - Europe, with the assistance of a dedicated team of 15, your responsibilities will include:

- Accounting and control of the substantial European expense base including accounts payable, cash, fixed assets and expense allocation functions.
- Liaison with the US head office and other European offices on all expense reporting and control issues.
- Active involvement in and initiation of enhancements to financial controls and systems.
- Preparation of statutory accounts and ad hoc projects and reporting.

Candidates will ideally be aged between 30-35, be a graduate ACA with no less than 6 years PQE, preferably within a financial services group. You will possess a strong financial accounting background, and be highly computer literate. The nature of the position demands a mature, performance orientated and flexible individual who is able to competently work with senior Finance and Business Management and to exact the best from those working in the team.

This represents an outstanding opportunity to join a highly prestigious organisation with excellent potential for career progression, based on individual merit.

If you believe you have the pre-requisite skills and drive, then please write, enclosing your CV to the advising consultant Jonathan Kidd, at Harvey Nash PLC, Oregon Court, 27-29 Moles Street, London WC2H 8SL. Telephone 071 353 0633. Please quote Ref: HNF105.

HARVEY NASH PLC

Treasury Manager

West London c.£40,000+ Car+Benefits

Our client is a major force in the entertainment and information businesses. The ongoing process of cultural change which currently pervades the organisation has led to a reallocation of responsibilities. As a result, an exceptional opportunity has arisen for a banking and treasury specialist.

Reporting to the Group Treasurer, this individual will develop a control framework which promotes greater commercial discipline, increased efficiency and cost minimisation. Initial priorities will be to improve cash flow management, optimise banking procedures and introduce more cost effective systems for handling payments and receipts. The ability to provide a proactive, responsive service to accounting departments and business managers will be a critical success factor. Additional responsibilities include deputising for the Group Treasurer and ad hoc project work.

Educated to degree level and holding, or committed to, an AGT qualification, candidates should have 3-4 years' relevant treasury experience which includes management of large, diverse cash flows, exposure to electronic banking systems, familiarity with EFT/EDI developments and in-depth knowledge of UK banking/money markets. An additional banking, accounting or MBA qualification is highly desirable. Essential personal qualities include initiative, adaptability and first class communication skills. This position represents a step on the career ladder, rather than a 'job for life', and will suit an ambitious professional with a track record indicating drive, energy and desire to progress.

Please write, in confidence, enclosing full career and salary details, to Tim Knight, quoting reference TCK1111.

KPMG Selection & Search
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

FINANCIAL CONTROL AT THE NERVE CENTRE OF THE BUSINESS

Package to £45K p.a. Bristol

Launched only 10 months ago, National Westminster Life Assurance has already climbed into the top 20 list of UK life companies. In the first six months we achieved £58 million in new business income from a standing start - a phenomenal performance universally acknowledged by our industry competitors.

Management Services Division (MSD) is the nerve centre of the entire business, being responsible for the development, implementation and support of leading-edge IT systems. As such it drives the company as well as Facilities Management, Business Analysis and other key strategic functions.

The appointment of a Financial Controller to MSD is a priority now that the company is successfully up and running and building for long-term growth.

An open brief, to investigate, recommend and implement effective financial controls and management, will be given to the qualified accountant we're seeking for this predominantly project-driven environment.

National Westminster Life Assurance
We're here to make life easier

Your mission will demand the stature to gain immediate respect of senior managers, the sensitivity to impose changes without damaging relationships, and the tenacity to win acceptance for new courses of action. You will be working within the overall framework of corporate objectives and there will also be an involvement in Corporate Financial Management strategies such as Activity-Based Costing.

Such a challenge calls for at least five years' post-qualification experience, with at least two years in a Financial Control role in a large, commercially-focused organisation. This could have been in any sector of industry including manufacturing. It will be your knowledge of sophisticated techniques, your qualities as a team player and your track record as an achiever which matter above all.

A leading management guru recently concluded that NacWest Life "... has enough to ensure that it is fated to succeed". If your talents match the task, you can anticipate a stimulating challenge and a thoroughly rewarding future in the company.

The package includes performance-related bonus, profit share, mortgage subsidy, non-contributory pension and relocation assistance where appropriate.

Please write with a full cv to: our retained consultants, WTH Executive Resourcing, Wholesale Thomas Hodgins plc, 13 Berkeley Square, Clifton, Bristol BS8 1HG, for the attention of Tony Hodgins ACA, quoting ref. 1243/FT.

NacWest Life is an equal opportunities employer

Outstanding ACA with Commercial Directorship potential

GROUP FINANCIAL MANAGEMENT

Surrey

to c.£33,000 + Car

The Berkeley Group plc is arguably the most successful UK house builder of the 1990's and last year saw sales increase by over 40% to £182m and profits by 25% to £15.8m. They are set to continue expanding and to achieve their strategy of being the most profitable group in their sector.

Initially based at the head office in order to familiarise yourself with the Group and its businesses, it is intended that after a short period (6 months +) you will move to an operating division becoming a Commercial/Finance Director. The initial role will report to, and assist, the Group Controller in ensuring the effective financial management, control and

planning of the Group.

Candidates will be ACA's who possess strong leadership and interpersonal skills, and aged 27-32. You will also need to have an enquiring mind and possess the determination to progress. Interested individuals should write enclosing a full CV to:

David Rush, Director,
Management Selection Consultants Ltd,
11-12 Hanover Square,
London W1R 9HD.
Tel: 071-495 7771.
Any direct applications will be forwarded to our consultants.

MSC

Management Selection Consultants

APPOINTMENTS ADVERTISING

appears in the UK edition

every Wednesday & Thursday and in the International edition every Friday.

For further information please call:

Gareth Jones

on

071 873 3199

Rachel Hicks

on

071 873 4798

Andrew Skarzynski

on

071 873 3607

INTERNATIONAL ACCOUNTANT

Based Northern Home Counties

For more than 70 years, our client has been one of the major forces in the construction and civil engineering industry, achieving an enviable reputation by providing high-quality solutions to international projects.

In this high-profile management role, which involves regular overseas travel, you will have overall financial control of the company's international division. Your wide-ranging responsibilities will include the financial control of contracts; managing funds and currency exposure; and advising on project finance.

A qualified accountant, probably in your early 30s to 50s, you will have experience of overseas operations in a

construction-related industry, and strong knowledge in the areas of financial management, ECOD, project finance, and currency and tax management. Excellent interpersonal and communication skills are important, and you will need to be highly mobile.

In return, our client is offering an attractive salary and benefits package together with the scope to develop an outstanding career with a major company.

To apply, please send your cv, quoting reference E7047, which will be forwarded to our client unopened. Address to the Security Manager if listing companies to which it should not be sent. PA Consulting Group, Advertising and Communications, 133 Buckingham Palace Road, London SW1W 9SR.

PA Consulting Group
Creating Business Advantage

Executive Recruiters - Human Resources Consultants - Advertising and Communications

FINANZ DIREKTOR

Multinationale Firma in England sucht einen qualifizierten Britischen Finanz Direktor fuer den norddeutschen Raum. Alter 30-40, mit Universitätsgrad und ausgezeichn. Diplom Betriebswirt. Gute Verdienstmöglichkeiten. Phone +44 (0) 492 546-835.

FINANCE DIRECTOR PHILIP WILSON PUBLISHERS LIMITED

C London c. £25,000 A Finance Director is required for this independent publishing house and owner of the Decorum bookshop chain which has a turnover in excess of £5m. Working as part of a small management team you will be aged around 30 with proven commercial experience, computer literate and a hands-on approach. Controlling a small accounts team you will be responsible for the development and implementation of tight financial disciplines as well as the usual management accounts, cash flow, budgets and statutory reporting. Please write with full CV, including salary history and daytime telephone number, to Box B1901, Financial Times, One Southwark Bridge, London SE1 9EL.

CJA RECRUITMENT CONSULTANTS GROUP
2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 071-588 3588 or 071-588 3576
Fax No. 071-256 8501

Good career prospects exist within this expanding company to move within the group

CJA
CITY

BUSINESS MANAGER

£27,000-£30,000 + BENEFITS

INTERNATIONAL DEBT RATING SUBSIDIARY OF MAJOR U.S. GROUP

The U.K. business unit of this well-known company has grown rapidly in recent years. The successful applicant will work closely with the Operations Director and will continue to develop and implement new systems for financial and administrative control to generate the management information for performing analytical reviews of the operations, monitoring budget variances, etc. There will also be ad hoc commercial projects for London and New York. Applicants (aged 24-32) should be degree calibre and must have formal accounting experience and, as hands on experience is of greater importance, need not be qualified accountants. Systems and EDP experience and experience in the financial sector will be an asset. This is front line position with contact with management throughout the group. Initial remuneration negotiable 27,000-£30,000 + excellent benefits. Applications in strict confidence under reference BM4920/FT to the Managing Director, CJA.



FINANCE MANAGER - CHALLENGING ROLE IN A FAST MOVING ENVIRONMENT

HERTS

SmithKline Beecham is one of the world's leading healthcare companies with worldwide sales of over \$5 billion. Divided into four business sectors, Pharmaceuticals, Animal Health, Consumer Brands and Clinical Laboratories, each ranks among the world's leaders in their respective industries.

The company continues to remain at the forefront in terms of its pharmaceutical Research and Development and an exceptional opening now exists for a high calibre individual to join the newly established R&D financial team.

Responsibilities are high profile and will encompass:

- providing a financial reporting, budgeting, planning and control service
- defining, implementing and maintaining standard transnational procedures, processes and accounting systems
- ensuring R&D expenditures are positioned to maximise tax savings
- exposure to treasury issues and involvement with specific project work

The successful candidate will be a graduate qualified accountant, with up to five years post qualification experience, preferably gained in a multi-national business environment. Strong financial and management accounting skills coupled with a sharp analytical mind are demanded.

Personal qualities will include a hands-on approach, a high level of motivation, and the ability to communicate at all levels and across all disciplines. You will also be a strong team player with a demonstrable record of achievement to date.

C.£35,000 + CAR + BENEFITS

This is an outstanding opportunity for an ambitious and talented individual to join a highly successful organisation, offering a comprehensive benefits package, including relocation assistance, and excellent career opportunities.

Candidates whose background and ability match this opportunity should write, enclosing a detailed CV, to Simon Moser at Robert Walters Associates, 25 Bedford Street, London, WC2E 9HP Fax 071 915 8714.

ROBERT WALTERS ASSOCIATES

TELEWEST COMMUNICATIONS GROUP LTD BUSINESS ANALYST

Woking, Surrey Package to £30,000 + Car

Our client, Telewest Communications Group Limited was created in April 1992 to provide management and support services for the U.K. Cable interests held by the joint venture between Telecommunications Inc. (T.C.I.) and U.S. West, two leading U.S. multi billion dollar turnover corporations.

As the U.K. leader in the competitive cable television and telephony market places, Telewest is poised for further rapid growth and needs to supplement its finance team with a commercially aware analyst. You will play a key part in the development of the telephony side of the business and will be responsible for providing competitor analysis and internal costings for the Marketing and Telephony operating departments.

The telephony market is complex and we are therefore seeking an exceptionally bright individual with a strong financial analysis background preferably gained within the industry. First class communication and interpretation skills are obviously a pre-requisite, as is an impressive educational background probably encompassing a recognised accounting qualification.

The position represents an outstanding opportunity within this young, growth industry and will require a committed professional with energy and drive. For further information please contact Karen Heathfield on 0444 416636 or alternatively post or fax your CV to her.

PLEASE NOTE THAT ALL APPLICATIONS WILL BE FORWARDED TO HEATHFIELD HARGREAVES LTD.

HEATHFIELD HARGREAVES LTD

Chaucer House, 6 Bolbro Road, Haywards Heath, West Sussex RH16 1BB
Tel: 0444 416636 Fax: 0444 416602

TAX RELIEF FOR INTEREST AND FINANCING COSTS

A seminar presented by

FINANCIAL TIMES
LONDON PARIS FRANKFURT NEW YORK TOKYO

In association with

ROBERT WALTERS ASSOCIATES

at The Connaught Rooms, London WC2

on 18th November, 1993

Recent changes in both tax legislation and case law mean that obtaining effective Tax Relief for Interest and Financing Costs has become increasingly difficult. In association with the Financial Times, Robert Walters Associates is sponsoring a seminar aimed at discussing the most relevant issues, surrounding this highly complex area of finance.

The three experienced speakers below will address aspects of the topics including:

- UK issues relevant to Debt Financing Instruments and Preference Share financing.
- Changes introduced by the Finance Act 1992 and 1993.
- Structuring payments gross with relation to quoted Eurobonds, short interest, zero coupons and Treaty payments.
- International Aspects of tax-efficient cross-border financing,
- managing group cash tax efficiently and recent developments in Germany and the USA regarding the deductibility of interest.
- Tax relief for interest under UK Legislation and the commercial aspects of funding subsidiary operations
- Capitalisation of interest and the increasing importance of accounting treatment in relation to tax relief.



LINKLATERS & PAINES

British Gas

Price Waterhouse

Admission is by invitation only. To book a place or to receive a transcript of the event contact Julie Peacock at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP. Tel 071-379 3333 Fax 071-915 8714

FINANCIAL DIRECTOR

Snowdonia

Salary circa £35k+

Our client is a dynamic and expanding manufacturer of specialist confectionery. Rapid growth is being generated by products which have a technological lead and marketing edge. This growth has created an opportunity for a qualified accountant who should have experience of providing accurate information and exercising financial control within a fast moving manufacturing environment.

Modern management is a hallmark of our client's business success and it is essential that you are able to demonstrate leadership and ability to work as a member of an executive team. Your interpersonal, motivational and negotiation skills should be of the highest order. You will be responsible for the effective, efficient and accurate management of the company's accounts, banking and funding information. To assist you, a small, dedicated and skilled team is in place.

The business is privately owned and supported by a leading venture capitalist. It is based in the Snowdonia National Park and will particularly appeal to someone wishing to combine a challenging and demanding career with the attractions of a rural lifestyle.

Please write in the first instance, quoting reference 5568/B11, with full personal, career and salary details, to the company's advisers.



Walton Churchill PLC, Britannia House,
32 High Street, Northwich, Cheshire CW9 5BL
Fax: 0606 40269

EXECUTIVE SELECTION CONSULTANTS

London, SW1 Highly competitive salary

Whitney Selection is the recently formed subsidiary of a leading international search company. It shares its parent company's excellent reputation for market awareness and professionalism. In order to capitalise on the company's early successes, it now plans to recruit at least two additional consultants to join its small, hard-working team.

Candidates will be graduates or MBAs, ideally aged 28-45, with at least three years' experience of working in a leading executive recruitment consultancy specialising in banking, financial services, commerce or industry. A proven capacity to build a high-quality and loyal client base is essential. Good performance will be generously rewarded.

Working closely with the Managing Director, candidates must demonstrate high levels of stamina, initiative and integrity, in addition to a genuine commitment to the company's growth.

Interested candidates should send a full curriculum vitae, including details of salary, to Carol Jardine, Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB, quoting reference WGEL/FT.

WHITNEY SELECTION

HOTEL ACCOUNTANT

We require an experienced hotel accountant to implement and control all areas of the fully computerised financial systems at the soon-to-be opened 90 bedroom 4 star Radisson Hotel and Country Club. The facilities include a swimming pool and leisure club, an 18 hole golf course and conference facilities for up to 350.

Applicants must have experience of preparation of accounts and management information, food and beverage controls, and be used to supervising staff.

If you are ready for a positive career move phone Brian Stowell on 0624 661111, or write with full CV to:

Brian Stowell
Mount Murray Country Club
Santon, Isle of Man

FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Clare Peasnell
on 071 873 4027

Finance and Records Officer

£24,663 - £27,223 inc

3 Year Fixed Term Contract

The Corporation of London is the local authority for the Square Mile, although it has many interests outside the City boundaries and beyond the usual scope of local government. Its administrative base is Guildhall in the heart of the City and this is where its offices are to be found. The City Surveyor is responsible for managing the Corporation's commercial investment property holdings and for providing professional valuation and surveying services to other departments. Following a re-organisation of the department, a new post has been created to provide specialist financial advice as part of the Departmental Management Team. It is envisaged that the postholder will provide strategic advice to improve the performance of the various property portfolios, by keeping abreast of innovative market developments and taking an overview of the financial position. The postholder will also have overall responsibility for the work of the Accounts and Records Sections and will report to the Deputy City Surveyor.

We are therefore looking for a chartered accountant, possibly with public sector and preferably property experience. Since two Section Heads will report directly to the postholder, experience of staff management is necessary. This post is politically restricted under the Local Government (Political Restriction of Posts) Regulations 1990. The starting date for this post is 1st March 1994. Application forms and further information are available from: The Personnel Officer, City Surveyor's Department, Corporation of London, Guildhall, London, EC2P 3JF. Telephone: 071 332 1900 - 21 hour answering service. Closing date: 26th November 1993.

SERVING THE SQUARE MILE



SENIOR FINANCIAL ANALYST

Owners Abroad is one of the UK's leading tour operators with a turnover in excess of £650m and a portfolio of well known brands that include Enterprise, Sovereign and Sunmed. It now seeks to recruit a young qualified Accountant to join their team of Financial Analysts.

Operating in a highly competitive market, the continued success of the Group depends on the financial support and appraisal of its marketing function.

Key responsibilities will include pricing, margin appraisal, strategy evaluation and sensitivity analysis.

To be considered for this challenging position you will be a young qualified Accountant with at least 18 months post qualification experience ideally gained within a fast moving commercial environment.

If you feel that you have the business flair and believe you can make an impact on the business please contact Viv Blake on 071-387 5400 or write to him at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. Alternatively fax your CV on 071-388 0857 (Quoting Ref: 24).

Owners Abroad
TOUR OPERATIONS LIMITED

Finance Audit Manager

Gloucester

c£30,000 plus car

C&G is one of the UK's top six building societies with total assets of over £16 billion. Expansion and diversification of the Treasury operation, including increasing involvement in foreign currency transactions, has led to the need to further strengthen our well established and highly professional Audit team.

Reporting direct to the Head of Internal Audit, you will enjoy a high degree of autonomy with particular responsibility for maintaining rigorous control monitoring procedures in the Society's Finance and Retail Investment Divisions (in two locations Gloucester and Fareham).

A qualified Accountant, you will need to have at least five years' auditing experience (including specific experience of the audit of sophisticated Treasury functions) and have a good knowledge of international money and capital markets and related dealing/settlement systems. A forceful communicator, you will have a high degree of judgement and integrity together with a practical and helpful approach in your dealings with others.

In return for your commitment and professionalism, we are able to offer a high profile role in a dynamic, fast growing organisation. The benefits package is in keeping with the seniority of the position within the Society.

To apply, please write with full curriculum vitae to Karen Martin, Personnel Manager, Cheltenham & Gloucester Building Society, Chief Office, Barnett Way, Barnwood, Gloucester GL4 7RL.

C&G Cheltenham & Gloucester Building Society



ROTCH PROPERTY GROUP

CORPORATE TAX MANAGER

WEST END

SALARY NEGOTIABLE

This expanding property investment Group is seeking a Corporate Taxation Specialist with experience in Property Tax Planning, International Structuring, Property VAT and general Tax Compliance matters.

We are seeking an energetic, commercially minded person to control all taxation aspects of the group. Responsibilities will include the provision of quick, practical judgement on the tax related issues of potential deals; tax planning for multinational groups; contributing to a small dynamic management team in respect of tax driven deals; arranging and negotiating capital allowance claims; and preparing or overseeing day to day Corporation Tax, VAT and PAYE compliance work.

The successful applicant for this position will probably have gained experience with one of the large accountancy firms, had extensive involvement with the property sector, practical experience of tax planning issues and be used to dealing with the Inland Revenue. A working knowledge of VAT and other property related taxes is essential.

Interested applicants should write to: Michael Ingham, Financial Director, Rotch Property Group Limited, 7th Floor Leconfield House, Curzon Street, London W1Y 7FB, enclosing a full Curriculum Vitae which will be handled in the strictest of confidence.